

RESERVE COMPONENT TRAINING DEVELOPMENT ACTION PLAN (RC TDAP)



**ONE TEAM - ONE FIGHT
ONE VICTORY**

FY 92 EDITION

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DEPARTMENT OF THE ARMY
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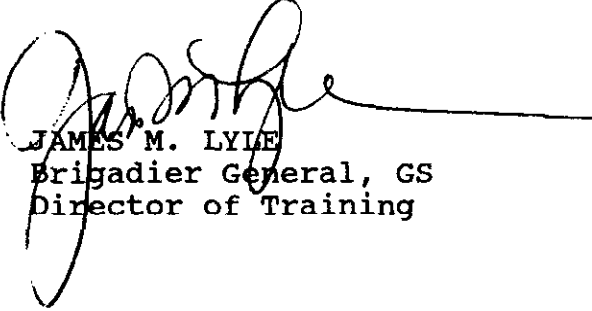
DAMO-TR (350-1d)

31 January 1992

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Reserve Component Training Development Action Plan
(RC TDAP) - FY 92 Edition

1. This is the third edition of the Reserve Component Training Development Action Plan, more commonly known as the RC TDAP. There have been many changes within the Army and its environment since the RC TDAP was first published in 1989. The Army has proven itself in two wars, Operation JUST CAUSE and Operation DESERT SHIELD/DESERT STORM; witnessed the fall of the Berlin Wall and the breakup of the former Soviet Union; undertaken the difficult task to reshape the Army while maintaining a trained and ready force; and established a training doctrine which provides the focus for training our Army of today and the future.
2. Throughout this period of change, the RC TDAP played a significant role in focusing the Army's training community on improving Reserve Component training readiness. Although significant strides have been made, the task at hand is not complete. This edition of the RC TDAP identifies the critical issues which must be resolved to assure that our Reserve Component forces are trained and ready.
3. This action plan continues to focus the training community on implementing programs which will improve and enhance training readiness in the Reserve Component. Lessons learned from Operation DESERT SHIELD/DESERT STORM have been incorporated into this plan as appropriate. By the end of the fiscal year, the Reserve Component Leader Development Action Plan (RC LDAP) and training issues identified by the DA Roundout Brigade Task Force (ROB TF) will be incorporated into this plan. This will assure that Reserve Component training issues continue to be managed as a complete, comprehensive program, focusing the Army on the critical training issues.
4. Your continued support in implementing this plan will provide a trained and ready Reserve Component force for the Total Army.


JAMES M. LYLE
Brigadier General, GS
Director of Training

DAMO-TR

SUBJECT: Reserve Component Training Development Action Plan
(RC TDAP) - FY 92 Edition

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RC Training Development Action Plan
(RC TDAP)

30 January 1992
FY 92 Edition

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CHAPTER 1

INTRODUCTION

1-1. OVERVIEW.

a. This edition of the Reserve Component Training Development Action Plan (RC TDAP) reflects the maturation of the action plan since its inception in 1987. The management process has matured from colonel and general officer-level committees involving many players from the ARSTAF, MACOMs, and subordinate commands to today's process involving key ARSTAF and MACOM trainers. This revised management process supports training the Total Army.

b. Previously, the RC TDAP had a dual purpose. First, it served as the source document for HQDA and MACOMs for implementing critical RC training programs or improvements to existing programs. Second, it served as a marketing document, informing the Army (both active and reserve) about ongoing initiatives to improve RC training.

c. The current RC TDAP has a single purpose. That is, to serve as the source document for HQDA and MACOMs for implementing critical RC training programs or improving existing programs. In order to maintain currency, timely updates and changes to issues will be distributed to organizations represented on the Colonel Level Review Committee. Other army organizations will be provided copies of the RC TDAP annually. The annual update will include all changes made to the plan during the previous year.

1-2. PURPOSE.

a. This action plan is the implementing document for initiatives to enhance reserve component (RC) training. The RC Training Development Action Plan (RC TDAP) supersedes draft Circular 350-88-XX, "Department of the Army Reserve Component Training Strategy"; the DA DCSPER Individual Ready Reserve (IRR) Action Plan, 1987; the DA DCSOPS RC Training Action Plan, 1988; and the DA Military Occupational Specialty Qualification (MOSQ) Task Force Action Plan, 1988. Before the end of FY 92, this plan will incorporate the RC Leader Development Action Plan and training-related issues identified by the Roundout Brigade Task Force.

b. This action plan:

1. Identifies training and training-related issues which affect the conduct of realistic and quality training in the RC.

For management purposes, the issues are grouped under four categories (Soldier Training, Leader Development, Unit Training, and Training Management).

3. Assigns leads for each issue; establishes actions and milestones for issue completion; and establishes the standard to determine when an issue has been completed.

4. Establishes the process for managing the RC TDAP and training and related issues which impact on RC training readiness.

5. Supports the RC Training Strategy identified in AR 350-1, Army Training.

6. Supports the Army's training doctrine (FM 25-100, Training the Force, and FM 25-101, Battle Focused Training).

7. Incorporates the RC Leader Development Action Plan (RC LDAP) (TBP). The RC LDAP is Chapter 4 of this action plan.

8. Incorporates training and related issues identified by the HQDA Roundout Brigade Task Force.

9. Supports two of the six Army fundamental imperatives. These two imperatives are leader development and training.

10. Supports the Army's strategic leadership issue "Maintain the Edge."

11. Serves as the single source document for identifying major RC training issues for management at HQDA.

1-3. BACKGROUND.

a. The Reserve Component Training Strategy Task Force was chartered by the Chief of Staff, Army (CSA) in October 1987 to develop a strategy for improving RC training. The task force, co-chaired by the Deputy Commanding General (DCG), FORSCOM and Deputy Commanding General - Training (DCG-T), TRADOC, assembled working groups with Army-wide participation which developed fifty-two recommendations to improve RC training.

b. Upon review of the task force recommendations, the CSA designated the Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS), HQDA, as proponent for developing and implementing the strategy and supporting action plan.

c. A comprehensive RC Training Strategy was formalized in 1989. This strategy seeks to improve RC training by establishing an RC training goal and supporting objectives and strategies.

Initially, this training strategy was published in the RC TDAP. The strategy is now in AR 350-1, Army Training (TBP).

d. The RC TDAP supports the RC Training Strategy. The plan was approved by the CSA on 18 May 1989.

e. The management process has evolved from one of many players in the initial years of implementing the RC TDAP to the current, focused management process detailed in Chapter 2.

f. This action plan supports the HQDA and MACOM training staff officers in resolving critical RC training issues. This plan is continually updated to ensure it remains current and viable.

1-4. RC TDAP ISSUES.

a. Previous editions of the RC TDAP grouped the issues under five categories. This edition realigns the issues under four categories: Soldier training, leader development, unit training, and training management. A crosswalk matrix of the previous issue convention to the new convention is at Figure 1-1.

b. A complete listing of RC TDAP issues, by Issue Number and Title, is at Figure 1-2.

<u>OLD ISSUE NUMBER</u>	<u>NEW ISSUE NUMBER</u>	<u>CHAPTER</u>
S-1	S-1	APP C
S-2	S-2	3
S-3	S-3	3
S-4	S-4	3
S-5	S-5	3
L-1	L-1	4
L-2	L-2	4
L-3	L-3	4
C-1	U-1	5
C-2	S-6	3
C-3	U-3	5
C-4	U-4	5
C-5	U-5	5
C-6	U-6	5
C-7	U-7	5
TS-1	U-2	5
TS-2	M-2	6
TS-3	U-8	5
TS-4	U-9	5
TS-5	U-10	5
TS-6	U-11	5
TS-7	U-12	APP C
TS-8	U-13	5
TS-9	U-14	5
TM-1	M-1	6
TM-2	U-15	APP C
TM-3	U-16	5
TM-4	S-7	APP C
TM-5	M-3	6
TM-6	M-4	6
TM-7	M-5	6
TM-8	U-17	5
TM-9	S-8	3
TM-10	M-6	6
TM-11	M-7	6
TM-12	M-8	6
TM-13	U-18	5
TM-14	M-9	6
TM-15	M-10	6
TM-16	M-11	6

FIGURE 1-1. ISSUE CONVERSION CROSSWALK

<u>ISSUE NUMBER</u>	<u>TITLE</u>
S-1	RC Initial Entry Training
S-2	RC Skill Qualification Test/Self Development Test for the RC
S-3	Military Occupational Specialty Qualification Management
S-4	RC Course Configuration
S-5	Individual Ready Reserve Management and Training
S-6	RC Contract Training
S-7	RC Student Management
S-8	Structuring an RC School System
L-1	RC NCO Education System
L-2	RC Warrant Officer Training System
L-3	RC Officer Education System
U-1	Fielding CS/CSS AMTPs
U-2	RC Training Aids, Devices, Simulators, and Simulations Support
U-3	Training Support Packages
U-4	Senior Level Training Affiliations
U-5	RC Unit Evaluation
U-6	Staff Combined Arms Training Support
U-7	Combined Arms Training Strategy
U-8	CS/CSS Battle Simulations
U-9	Brigade and Battalion Battle Simulations
U-10	Regional Training
U-11	Expanded Training Opportunities
U-12	Training Facilities Priority
U-13	Training Focused Garrison Training Areas
U-14	Training Area Construction
U-15	RC Training Management Doctrine
U-16	Standardized Assessment Methodology
U-17	Training Detractor Reduction
U-18	Post Mobilization Training
M-1	DA Oversight of RC Training
M-2	Distributed Training
M-3	TAP-DB Support to RC Training
M-4	ARPERCEN Management Support
M-5	RC Training Products Acceptance Testing
M-6	Full-Time Support Staffing for RC Units
M-7	Flexible Promotion Policy
M-8	RC Force Structure Integration
M-9	Retiree Recall Program
M-10	Focused Recruiting
M-11	Training Readiness

FIGURE 1-2. ISSUE LISTING

CHAPTER 2

MANAGEMENT PROCESS

2-1. OVERVIEW.

a. The management of RC issues at HQDA has been streamlined to provide effective management at the appropriate levels and tie directly into the POM and budget process. This streamlining significantly reduces the number of General Officer Steering Committees which address RC issues. Within the Training Directorate, Office of the Deputy Chief of Staff for Operations and Plans, it also integrates and consolidates eight general officer chaired committees into one General Officer Executive Committee (GOEC). This consolidation and integration provides the appropriate fora to identify and resolve RC issues, to include the training issues identified in the RC TDAP.

b. The Vice Chief of Staff, Army approved managing RC issues through the current army resource management structure. RC issues and requirements will be brought to the applicable Program Element Group (PEG) for integration into the POM and budget. PEGs report routinely to the Strategy and Planning Committee (SPC), chaired by the Assistant Deputy Chief of Staff for Operations and Plans (ADCSOPS) for policy, priority, and resourcing decisions and/or to the Program and Budget Committee (PBC), chaired by the Director of the Army Budget (DAB) and the Director, Program Analysis and Evaluation (DPAE). Both the SPC and PBC review RC actions and forward significant issues to the Reserve Component Coordination Council (RCCC), chaired by the VCSA, for decision/direction. The RCCC forwards policy review issues to the Army Reserve Forces Policy Committee (ARFPC). Both the RCCC and the ARFPC report status of issues to the Coordinating Committee, composed of the VCSA and the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)). This Coordinating Committee provides guidance to the RCCC and ARFPC. It also keeps the CSA and Secretary of the Army (SA) informed on RC issues. The HQDA Management Plan for RC actions is at Figure 2-1.

c. The RC TDAP is managed within the Training PEG. The Director of Training used to participate in eight separate General Officer Steering Committees, each dealing with a specific part of the overall Army Training Program. Today, these committees have been consolidated into one committee, the Training Mission Area General Officer Executive Committee (TMA GOEC). Eight colonel level committees continue to work issues within their charter, meeting as required to resolve issues and identify new issues and/or actions within their program. The RC TDAP is one of these eight committees. Semi-annually, the eight colonel level committees report out to the TMA GOEC. The GOEC

makes decisions and provides guidance to the eight colonel level committees. These committees work the actions not only within the training arena but also in the resourcing arena through the various PEGs as discussed in paragraph 2-1b, above. Figure 2-2 depicts the Training Mission Area management process. The remainder of this chapter discusses how the RC TDAP is managed within this process.

2-2. RESPONSIBILITIES.

a. Deputy Chief of Staff for Operations and Plans (DCSOPS) has Army general staff supervision for managing the RC TDAP.

b. Director of Training, Office of the Deputy Chief of Staff for Operations and Plans:

1. Acts for the DCSOPS for overall management and implementation of the RC TDAP and the Strategy for Training the Army's Reserve Components. The RC Training Integration Division (DAMO-TRR) serves as the focal point for RC training issues.

2. Ensures appropriate Army training regulations, pamphlets and field manuals are reviewed and updated as appropriate, to provide guidance on RC training policies.

3. Chairs the Training Mission Area General Officer Executive Committee (TMA GOEC).

c. Reserve Component Training Integration Division, Directorate of Training:

1. Manages the RC TDAP process.

2. Consolidates resource requirements, competes them during Program Objective Memorandum (POM) development, and monitors budget execution.

3. Monitors resolution of issues for which ODCSOPS is assigned the lead. Implements actions assigned to DAMO-TR.

4. Chairs the RC TDAP Colonel Level Review Committee (CLRC) meetings.

d. HQDA (DCSPER, DCSINT, DCSOPS, DCSLOG, DISC4, NGB, OCAR, TSG, CLL, CPA), FORSCOM, TRADOC, USARPAC, AMC, HSC, INSCOM, USASOC, USAREUR, USARSO, EUSA:

1. Implement required actions to support specific RC TDAP issues IAW this plan, other directives/action plans, and guidance from the CLRC and GOEC.

2. Review all RC TDAP issues to ensure proposed actions are supportable by appropriate organizations.

3. Responsible for completion of an entire issue when designated as the lead agency. Provide appropriate guidance to organizations identified as assists to resolve the issue. Provide periodic update on issue status to DAMO-TRR. Specific reports are in paragraph 2-3. Brief status of issues to the CLRC and GOEC as required.

4. Identify and recommend RC training issues for inclusion in the RC TDAP.

5. Identify one MACOM/agency point of contact (POC) to be focal point for staffing all RC TDAP-related actions within the organization. Provide POC name to DAMO-TRR.

6. Provide a colonel (O-6) to represent the organization at the CLRC. Specific functions of the CLRC are addressed in paragraph 2-3.

7. Provide a brigadier general or civilian equivalent, as required, to represent the organization at the TMA GOEC. Specific membership in the GOEC is addressed in separate correspondence outside the scope of this plan.

8. Participate in the review/updating of Army training regulations, pamphlets, field manuals, other action plans, and other publications to ensure that RC training needs are adequately addressed.

9. Budget organization's portion of the resources required to complete the organization's requirements in an issue in the appropriate PEG(s) in both the POM and budget processes. Establish resource audit trail for resources used to support each issue. Provide POM/budget information to issue lead.

10. Issue lead maintain a resource audit trail for the issue. Receive and consolidate information received from assisting organization to develop a total cost for the issue. Identify total funding requirements, to include funded and unfunded requirements. Provide resourcing requirements and budget execution information to DAMO-TRR, as addressed in paragraph 2-3.

11. Implement assigned actions as required by specific issues.

12. Conduct action officer working group meetings, as required, to resolve issues.

2-3. RC TDAP MANAGEMENT.

a. ONGOING REVIEW. The RC TDAP is a living plan. It is updated as changes to issues occur, new issues are identified and added, or issues are completed. There is no formal timetable for review. Normally, updates will be provided to CLRC members upon the completion of a CLRC or TMA GOEC meeting. Time sensitive changes will be made as required. Organizations involved in implementing the RC TDAP are responsible for providing timely information to DAMO-TRR to ensure the plan remains current.

b. COLONEL LEVEL REVIEW COMMITTEE (CLRC).

1. The RC TDAP CLRC is responsible for managing implementation of initiatives in the plan. It works the issues, develops issue priorities, develops strategies for competing the RC TDAP issues in the POM and budget processes, identifies new issues for incorporation into the plan, determines when issues are complete, and reports to the TMA GOEC on matters which require guidance/decisions from the GOEC.

2. The CLRC meets quarterly. Chief, RC Training Integration Division (DAMO-TRR) is the CLRC chair. The RC Training Integration Division coordinates the meeting.

3. CLRC membership consists of one colonel or civilian equivalent training representative from: FORSCOM, TRADOC, HSC, USARPAC, USASOC, INSCOM, AMC, USAREUR, USARSO, EUSA, ODCSPER, ODCSINT, ODCSLOG, ODISC4, OTSG, OCLL, OCPA, ARNG, OCAR, and ODCSOPS (DAMO-TRR). OASD (RA/T), ASA (M&RA), and ARI-TTFA (Gowen Field) are invited as observers to the CLRC meetings.

c. TRAINING MISSION AREA GENERAL OFFICER EXECUTIVE COMMITTEE (TMA GOEC).

1. The TMA GOEC is responsible for managing training programs for the Army. The committee integrates the various training programs into an integrated, prioritized Army training plan to support training the total force. It provides guidance to subordinate colonel-level committees which address specific training programs and/or areas. It is the link to the resource process (POM/budget). It reports to both the Strategy and Planning Committee (SPC) and the Program and Budget Committee (PBC). Other HQDA documents address the operation of the SPC and PBC.

2. The TMA GOEC meets semi-annually or as required. The Director of Training is the TMA GOEC chair. The Training Support Division (DAMO-TRS) coordinates the meeting.

3. TMA GOEC membership and other information is addressed in separate correspondence outside the scope of this plan.

d. ISSUE UPDATES. RC TDAP issue leads will update their issue(s) as required. Updates will normally be provided to HQDA (DAMO-TRR) 30 days prior to a CLRC or TMA GOEC meeting for those issues which will be discussed, have milestones identified for completion within 6 months, or require adjustment to Milestone Dates. Specific tasking letter requesting updates will be provided by DAMO-TRR. Updates for other issues will be provided as changes occur. Updates will be used by the CLRC during their meetings and by DAMO-TRR to update the specific RC TDAP issue. Sample format for issue update is at Figure 2-3.

e. RC TDAP MODIFICATIONS. Recommended additional issues or changes to the basic plan will be provided to DCSOPS, HQDA (DAMO-TRR). Proposals will be coordinated with CLRC members as required. Changes to the RC TDAP will be provided to holders of the plan within 30 days after the completion of a CLRC or TMA GOEC. Changes will be in "replace page" format with changes identified in italics. The RC TDAP will be republished annually (1st quarter) in its entirety.

f. RESOURCING. Resourcing RC TDAP issues will be accomplished through appropriate Management Decision Packages (MDEPs). DAMO-TRR will provide DA-level oversight for resourcing RC training issues, to include managing specific MDEPs, monitoring other DCSOPS' and agencies' MDEPs, and defending these issues during the budget process. MDEPs will compete in the biennial process, resulting in the Program Objective Memorandum (POM).

1. Biennial Resource Update. MACOM/agency RC TDAP issue leads will provide a biennial resource requirement update for each issue NLT 15 December (odd number years) to DCSOPS, HQDA (DAMO-TRR). This submission coincides with POM build requirements. This comprehensive update will project estimated costs (dollar and manpower) necessary to resolve the issue to include maintenance costs once the issue has been resolved. Data will cover an eight year period; current execution year, the two budget years, and the six POM years. Resources will be identified by appropriation and/or type manpower space. An explanation of what each resource buys or provides will also be included. Resource update format is at Figure 2-4.

2. POM Preparation. MACOM/agency RC TDAP leads may be required to submit special displays during POM development. Special displays are not an automatic requirement. They will be requested by DAMO-TRR only when: Visibility for a specific issue or action is required; requested by Army leadership; or MACOM/agency lead desires to identify specific issues to the Army leadership.

3. Execution. MACOMs/agencies responsible for resource execution will establish audit trails for each issue. These audit trails will be used to brief the CLRC and the TMA GOEC.

Success will be measured in terms of products provided and training accomplished.

g. ISSUE FORMAT. Current RC TDAP issues are presented in Chapters 3 through 6. Issues are grouped under one of the following four categories: Soldier Training (Chapter 3), Leader Development (Chapter 4), Unit Training (Chapter 5), or Training Management (Chapter 6).

1. Issue number identifies the category where the issue is found. Issue numbers consist of both a letter and a number. The letter identifies the category where the issue is found: "S" for soldier training, "L" for leader development, "U" for unit training, and "M" for training management. The number is an administrative tool to keep track of all the issues within a category. Issue numbers do not indicate the priority within the category.

2. Paragraph 1, Objective, defines the desired end state that the issue will achieve.

3. Paragraph 2, Issue Statement, defines the problem. It specifies the discrepancies between the current state and the end state defined in the objective statement.

4. Paragraph 3, Responsibilities, identifies MACOMs/agencies responsible for resolving the issue. The LEAD manages all actions affecting the issue, evaluates proposed actions to correct all or portions of the problem and directs/monitors implementing actions. ASSIST agencies/MACOMs are identified as required to support issue resolution. DAMO-TRR POC monitors issue status at HQDA, assists in coordinating resources, supports issues, and works with other DA staff agencies/MACOMs as required.

5. Paragraph 4, Actions, identifies milestones and completion dates for major actions identified to resolve the issue. Actions identified as "ongoing" show the quarter that the action was implemented. MACOMs/agencies responsible for specific milestones are identified in parenthesis after each milestone.

6. Paragraph 5, Issue Completion Standard, identifies the criteria used to determine when an issue has been successfully completed.

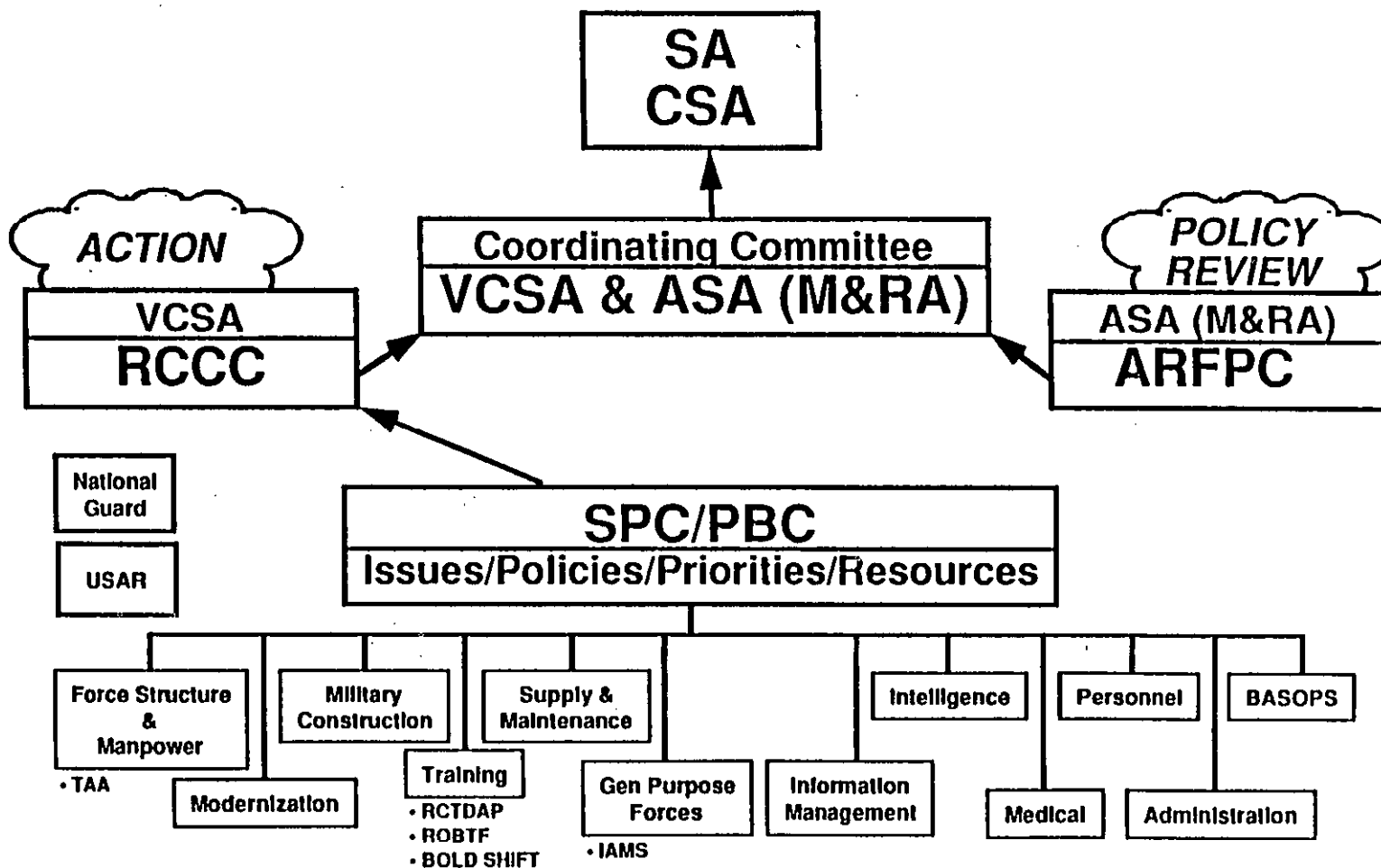
7. Paragraph 6, Related Issues, identifies which issues impact on the completion of that issue. Failure to complete a related issue directly impacts on the ability to resolve this issue.

g. CURRENT ISSUE POC. The list of POCs for current issues is at Appendix B. The list is grouped by issue category.

Information includes the issue number and title, lead MACOM/agency and specific POC, and the DAMO-TRR POC.

h. COMPLETED OR DELETED ISSUES. RC TDAP issues which have been completed or deleted are at Appendix C. This appendix provides the audit trail for all RC TDAP issues.

FIGURE 2-1



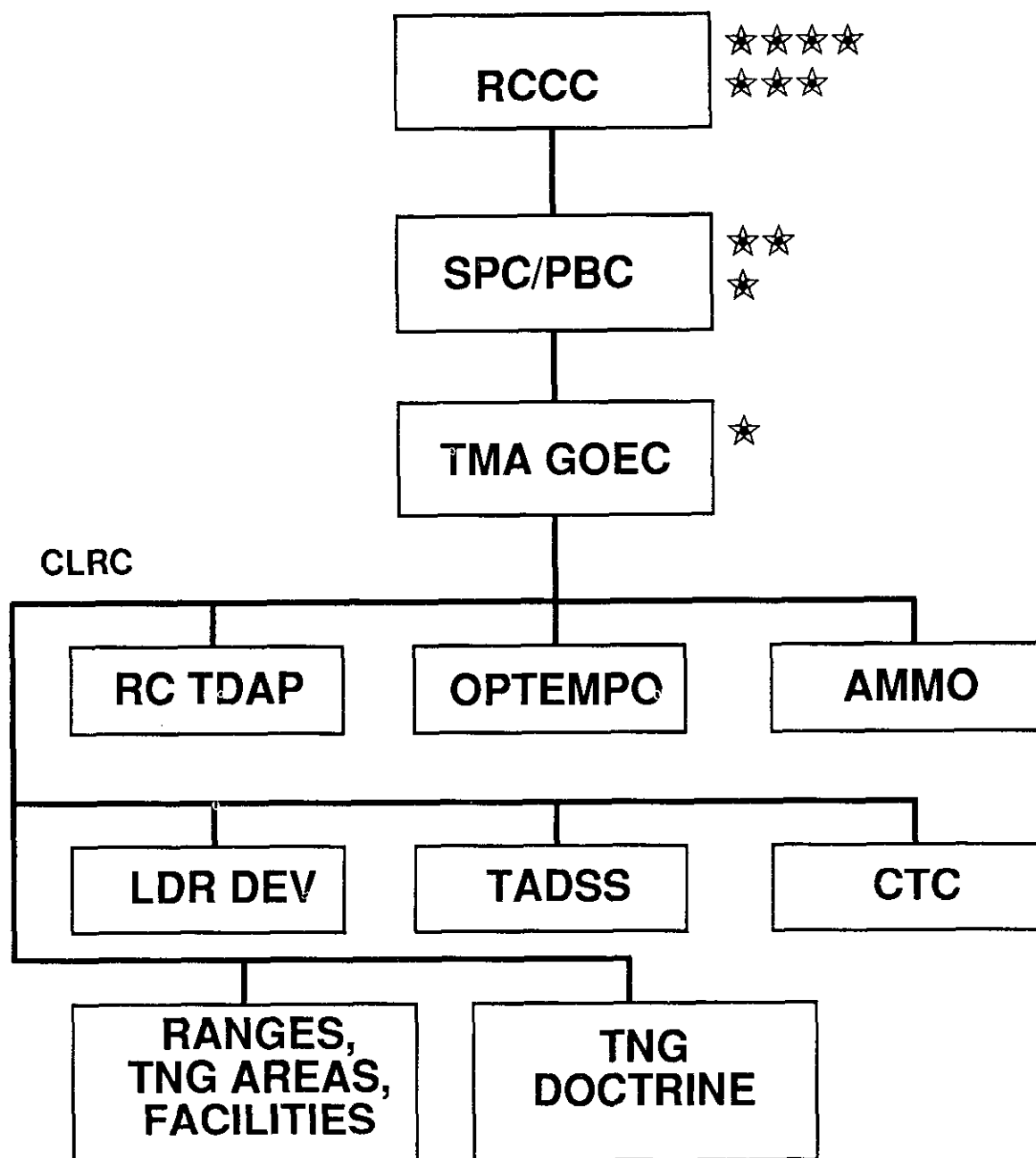


FIGURE 2-2

TRAINING PROGRAMS MANAGEMENT

RC TDAP ISSUE X-n, ISSUE TITLE

OFC SYMBOL OF LEAD POC
Date

SUBJECT: RC TDAP Issue Update

1. OBJECTIVE. "No change" or "Recommend change to xxxxxxxx."
Provide rationale for recommended change. (Recommended changes to objective statement will be approved by either the CLRC or the TMA GOEC prior to changing the RC TDAP).

2. ISSUE. "No change" or "Recommend change to xxxxxxxx."
Provide rationale for recommended change. (Recommended changes to issue statement will be approved by either the CLRC or the TMA GOEC prior to changing the RC TDAP).

3. RESPONSIBILITIES.

A. LEAD. xxxxxxxx. "No change" or "Should be changed to xxxxxxxx." Provide rationale for recommended change. Proposed change must be coordinated between the changing organizations.

B. ASSIST. xxxxxxxx. "No change" or "Should be changed to xxxxxxxx." Provide rationale for change. Changes to Assists will be coordinated between the Lead and Assists before the change will be made to the RC TDAP.

4. ACTIONS. Subparagraphs 4A - 4X will correspond to Milestones A - X of the current published issue. Current status and next step(s) for each milestone will be addressed. Conclude each subparagraph with "No change" or "Recommend change(s) as follows" (Provide recommended changes to milestones and/or completion dates. Include rationale for proposed changes). Recommended changes will include deletions/completions of milestones. (Recommended substantive changes will be approved by the CLRC before the change is made to the RC TDAP). The final subparagraph will be New Actions. State either "No new actions" or "Recommend the following be added:"
"Milestone X: xxxxxxxx," "Completion date: nth Qtr, FYxx."
"Rationale:"

5. ADDITIONAL COMMENTS: As required to discuss the issue.

Lead AO rank and last name/AV xxx-xxxx

APPROVED BY: (COL or equivalent)

FIGURE 2-3

SAMPLE ISSUE UPDATE

RC TRAINING ISSUE #		ISSUE TITLE					ACTION			
APPN (\$M)	ASSOCIATED MDEP'S	COMMAND	FY90	FY91	FY92	FY93	FY94	FY95	FY96	FY97
MCA										
MCAR										
MCNG										
OMA										
OMAR										
OMNG										
MPA										
RPA										
NGPA										
RDTE										
OPA										
WTCV										
AAEN										
AAOF										
AAWO										
CUDH										
CART										
CNGT										
GEST										
GOST										
REST										
ROST										

FIGURE 2-4

RESOURCE UPDATE FORMAT

CHAPTER 3
SOLDIER TRAINING

3-1. PURPOSE. This chapter identifies *Soldier Training issues*.

3-2. ISSUE STATUS. The list of soldier training issues and their status is at Figure 3-1. Current issues are included in this chapter. Completed or deleted issues are at Appendix C.

SOLDIER TRAINING

<u>Issue Number and Title</u>	<u>Status</u>
S-1 RC Initial Entry Training	<i>Deleted</i>
S-2 Skill Qualification Test/Self Development Test for the RC	Current
S-3 MOSQ Management	Current
S-4 RC Course Configuration	Current
S-5 Individual Ready Reserve Management and Training	Current
<i>S-6 RC Contract Training</i>	<i>Current</i>
<i>S-7 RC Student Management</i>	<i>Deleted</i>
<i>S-8 Structuring an RC School System</i>	<i>Current</i>

FIGURE 3-1. SOLDIER TRAINING ISSUE STATUS

ISSUE S-2

SKILL QUALIFICATION TEST/SELF DEVELOPMENT TEST FOR THE RC

1. **OBJECTIVE.** Provide the RC with a Skill Qualification Test (SQT)/Self Development Test (SDT) system appropriate and valid for the RC environment which effectively evaluates soldier proficiency and assists unit leadership in managing training.
2. **ISSUE STATEMENT.** The existing SQT requires continued tailoring to appropriately evaluate RC soldiers and requires modification of administrative procedures to improve its use in the RC time-constrained and geographically dispersed environment.

3. **RESPONSIBILITIES.**

- a. **LEAD:** TRADOC.
POC: MAJ Holmes, ATTG-ILN, DSN: 680-5676.
- b. **ASSIST:** HSC, ODCSOPS, ODCSPER, FORSCOM, OCAR, NGB, USASOC, USARPAC.
- c. **DAMO-TRR POC:** LTC Tilton, DSN: 225-4061.

4. **ACTIONS.**

MILESTONES	DATE
A. Develop and validate SQT system revision options (TRADOC)	2d Qtr, FY 89 (COMPLETED)
B. Validate selected SQT system for RC Individual Training and Evaluation Program (ITEP) (TRADOC)	1st - 4th Qtrs, FY 90 (COMPLETED)
C. Recommend appropriate link between SQT and promotion (ODCSOPS/ODCSPER)	1st Qtr, FY 91 (DELETED - SQT ENDING FY 92)
D. Begin full implementation of SQT (TRADOC)	1st Qtr, FY 91 (COMPLETED)
E. Resolve requirements for soldiers who are working out of their PMOS to take SQT twice (ODCSOPS/ODCSPER)	1st Qtr, FY 91 (DELETED - SQT ENDING FY 92)
F. Participate in TRADOC's SDT validation program (NGB, OCAR)	1st - 4th Qtrs, FY 92
G. Implement SDT for the RC (NGB, OCAR)	1st Qtr, FY 93

ISSUE 8-2, Continued

5. *ISSUE COMPLETION STANDARD.* SDT available and implemented for all NCO MOSSs by FY 93.

MEASUREMENT. Track status of implementation.

REPORTING AGENCY. TRADOC.

6. *RELATED ISSUES.* None.

ISSUE 8-3

MOSQ MANAGEMENT

1. **OBJECTIVE.** Achieve an *Assigned-Trained Personnel* rate of at least 85% at unit level (AA UIC).

2. **ISSUE STATEMENT.** Analysis of RC MOSQ often provides an inaccurate picture of training readiness due to unreliable SIDPERS information and assessment methods. MOS reclassification requirements, caused by population shifts, less than adequate accession and retention policies, structure change and force modernization, exceed training capacities and result in lowered training readiness.

3. **RESPONSIBILITIES.**

a. **LEAD:** ODCSOPS.

POC: LTC Tilton, DAMO-TRR, DSN: 225-4061.

b. **ASSIST:** ODCSPER, FORSCOM, NGB, USARPAC, USASOC, TRADOC.

c. **DAMO-TRR POC:** SAB.

4. **ACTIONS.**

MILESTONES	DATE
A. Develop and test a Training Management Quotient (TMQ) formula to assess use of training opportunities (ODCSOPS)	3d Qtr, FY 88 (COMPLETED)
B. Establish Army-wide objective of 85% <i>Assigned-Trained Personnel Rate</i> , defined as number of soldiers MOS Qualified for their assigned duty position (3 digit MOS) divided by number assigned soldiers minus the number of unit soldiers awaiting or attending IADT (ODCSOPS)	4th Qtr, FY 88 (COMPLETED)
C. Develop system for reduction of MOS reclassification requirements through improved accession and retention policies (ODCSPER)	2d Qtr, FY 90 (COMPLETED)
D. Develop system for assessment of impact of structure change/force modernization on MOSQ (ODCSOPS)	2d Qtr, FY 90 (COMPLETED)
E. Implement TMQ (ODCSOPS)	ACTION DELETED (Per CLR, 5/89)

ISSUE S-3, Continued

- F. Improve accuracy/reliability of SIDPERS, IAW RCAS efforts (ODCSPER) MOVED TO M-3
- G. Implement and evaluate the Total Army Readiness Commitment (TARC) Program, providing needed retraining concurrent with ETS (ODCSPER) 1st Qtr, FY 91
to 1st Qtr, FY 93
(ONGOING)
- H. Develop list of MOS inherently qualified on the basis of training in other MOS (per DAS directive, Feb 90) (ODCSPER (Lead), TRADOC) 2d Qtr, FY 92
- I. Rename DMOSQ to Assigned-Trained Personnel rate (ATP Rate) (CLR 5/91 approved) (ODCSOPS) 3d Qtr, FY 92
- J. Update appropriate DA and other publications to reflect the term ATP Rate vice DMOSQ when developing unit training-related statistics. FORSCOM formula remains unchanged (FORSCOM, NGB, USARPAC, USASOC) 3d Qtr, FY 92
- K. Incorporate Assigned-Trained Personnel Rate (ATP Rate) methodology in the training section of the Unit Status Report (AR 220-1) (ODCSOPS) MOVED TO M-11

5. **ISSUE COMPLETION STANDARD.** Achieve Assigned-Trained Personnel rate of at least 85% at unit level (AA UIC) without double slotting by FY 98.

MEASUREMENT. Compile Assigned-Trained Personnel rates by component (ARNG or USAR) and branch (e.g., IN, FA, QM, etc.) from unit reports provided to FORSCOM/NGB.

REPORTING AGENCY. FORSCOM, NGB.

6. **RELATED ISSUES.** M-8, S-4, S-5, U-16.

ISSUE S-4

RC COURSE CONFIGURATION

1. **OBJECTIVE.** Establish Reserve Component Training Institution (RCTI) capability to provide the bulk of reclassification training through RC configured courseware (RC³) for completion in one training year or less in IDT/AT sequence.

2. **ISSUE STATEMENT.** Reclassification training, accomplished through SOJT, does not provide training at the same standard of quality as initial MOS training.

3. **RESPONSIBILITIES.**

- a. **LEAD:** TRADOC.
POC: LTC Miller, ATTG-IR, DSN: 680-5640.
- b. **ASSIST:** NGB, OCAR, FORSCOM, INSCOM, ODCSPER HSC, USASOC.
- c. **DAMO-TRR POC:** LTC Tilton, DSN: 225-4061.

4. **ACTIONS.**

	MILESTONES	DATE
A.	Identify hard-to-train MOS (TRADOC)	2d Qtr, FY 89 (COMPLETED)
B.	Develop alternative strategies for reclassification training of hard-to-train MOS (TRADOC)	4th Qtr, FY 89 (COMPLETED)
C.	Complete/validate reconfiguration of RC courseware (TRADOC)	1st Qtr, FY 91 (COMPLETED)
D.	Establish information sharing system with RC schools (NGB, FORSCOM, TRADOC)	1st Qtr, FY 90 (COMPLETED)
E.	Revise AR 611-201 to reflect RC MOSQ reclassification requirements (ODCSPER)	1st Qtr, FY 90 (COMPLETED)
F.	Implement reconfigured courses (FORSCOM)	1st Qtr, FY 89 (ONGOING)
G.	Complete/validate RC courseware reconfiguration for medical and special operations MOSS (HSC, USASOC)	4th Qtr, FY 92
H.	Complete reconfiguration of ASI courseware (TRADOC, HSC, USASOC)	1st Qtr, FY 93

ISSUE S-4, Continued

5. **ISSUE COMPLETION STANDARD.** 100% of courses identified for RC configuration are fielded to RCTIs by FY 93.

MEASUREMENT. Track status of fielding RC³.

REPORTING AGENCY. TRADOC, HSC, USASOC.

6. **RELATED ISSUES.** L-1, L-2, L-3, S-2, S-5, S-6, S-8, U-10.

ISSUE S-5

INDIVIDUAL READY RESERVE MANAGEMENT AND TRAINING

1. **OBJECTIVE.** Develop and maintain an IRR force sufficient to support Total Army early mobilization/deployment requirements.

2. **ISSUE STATEMENT.** The IRR force is not trained frequently enough to adequately support deployment requirements or sufficiently matched by MOS to requirements. Development of this force requires appropriate leader development and refresher or reclassification (post mobilization) training accomplished through schooling and/or support of exercises and annual training (AT) sites.

3. **RESPONSIBILITIES.**

- a. **LEAD:** ODCSOPS.
POC: LTC Tilton, DAMO-TRR, DSN: 225-4061.
- b. **ASSIST:** ODCSPER, OCAR (ARPERCEN).
- c. **DAMO-TRR POC:** SAB.

4. **ACTIONS.**

MILESTONES	DATE
A. Conduct annual IRR screening (ODCSPER)	4th Qtr, Annually (ONGOING)
B. Identify which MOSs to be reclassified and which MOSs to recruit from civilian work force IAW post mobilization reclassification training process (Approved 1 Jun 90) (ODCSPER)	2d Qtr, Annually (ONGOING)
C. Provide ARPERCEN annual premobilization training priorities guidance based upon projected post mobilization requirements (ODCSOPS)	2d Qtr, Annually (ONGOING)
D. Petition SECARMY to mandate training for a random sample of the IRR (ODCSOPS)	ACTION DELETED (CLR 8/89)
E. Determine feasibility of IRR skill retention testing (ODCSPER/TRADOC)	3d Qtr, FY 90 (COMPLETED)
F. Ensure adequate IRR support to Total Army training exercises (OCAR)	Annually (ONGOING)

ISSUE S-5, Continued

- | | |
|---|-------------------------------|
| G. Identify testing procedures and associated resource requirements for IRR Training Model (ITM) (TRADOC, ARPERCEN) | 2d Qtr, FY 92 |
| H. Test IRR Training Model (ARPERCEN) | 2d Qtr, FY 92 |
| I. Implement IRR Training Model (ARPERCEN) | 1st Qtr, FY 93 |
| J. Develop Rapid Train-Up (RTUP) POIs (TRADOC) | 4th Qtr, FY 94 |
| K. Develop and implement "Zero Skill" management strategy (ODCSPER, OCAR) | 4th Qtr, FY 92 |
| L. Assess skill retention performance date of RT-12s mobilized during DESERT SHIELD/STORM (ODCSPER, TRADOC) | 3d Qtr, FY 91
(COMPLETED) |
| M. Review IRR training strategy based on DESERT SHIELD/STORM RT-12 lessons learned (TRADOC) | 1st Qtr, FY 92
(COMPLETED) |

5. **ISSUE COMPLETION STANDARD.** 100% of the annual funded sustainment training for IRR soldiers identified by MOBPERS DATA is used to satisfy MOS and leader sustainment training for early mobilization/deployment MOS requirements by FY 94.

MEASUREMENT. Compare the number of IRR early deployers who participate in leader development, PMOS-related training, and/or training exercises against the total number of IRR soldiers who receive sustainment training based on MOBPERS DATA.

REPORTING AGENCY. OCAR.

6. **RELATED ISSUES.** S-4.

ISSUE S-6

RC CONTRACT TRAINING

1. **OBJECTIVE.** Provide expanded training opportunities for specialized and technical specialties or skills through use of contract training to increase available training seats.

2. **ISSUE STATEMENT.** RC personnel shortfalls in hard to fill MOSSs and specialized/technical skills are often due to a shortage of training seats or training opportunities configured to meet the needs of the RC environment.

3. **RESPONSIBILITIES.**

a. **LEAD:** ODCSOPS.

POC: LTC Tilton, DAMO-TRR, DSN: 225-4061.

b. **ASSIST:** OCAR, NGB, FORSCOM, HSC, INSCOM, TRADOC, USARPAC.

c. **DAMO-TRR POC:** SAB.

4. **ACTIONS.**

MILESTONES	DATE
A. Determine potential applications of contract training across spectrum of RC skill requirements (ODCSOPS)	4th Qtr, FY 90 (COMPLETED)
B. Pilot the medical Specialized Training for Army Readiness (STAR) program (OCAR)	Begin 2d Qtr, FY 89 (ONGOING)
C. Determine application of STAR concept to other specialties (OCAR, FORSCOM, NGB)	2d Qtr, FY 91 (ONGOING)
D. Implement STAR and other approved contract training programs (FORSCOM/TRADOC Reg 135-3) (HQDA, FORSCOM)	1st Qtr, FY 91 (ONGOING)

ISSUE S-6, Continued

5. *ISSUE COMPLETION STANDARD.* 90% reduction of backlog for MOS-producing courses in medical field and other identified low density/time-intensive MOS is achieved through contract training by FY 95.

MEASUREMENT. Compare number of soldiers enrolled in contract training courses with attendance backlog, by MOS (ATRRS).

REPORTING AGENCY. ODCSPER.

6. *RELATED ISSUES.* M-11, S-3.

ISSUE S-8

STRUCTURING AN RC SCHOOL SYSTEM

1. **OBJECTIVE.** Provide an RC school system configured to meet the qualitative and quantitative schooling support required for increased RC MOSQ and new NCOES and OES needs.
2. **ISSUE STATEMENT.** RC force modernization, structure changes, revisions and additions to NCOES and OES, and personnel turnover contribute to increased RC training needs which are not currently met by RC Training Institutions (RCTI).
3. **RESPONSIBILITIES.**
 - a. **LEAD:** FORSCOM AND NGB.
POC: FORSCOM: Mr. Williams, FCJ3-TRI, DSN: 367-7069.
NGB: Mr. Bailey, NGB-ARO-E, DSN: 584-1716.
 - b. **ASSIST:** OCAR, USARPAC, TRADOC, ODCSOPS, ODCSPER, HSC, USASOC.
 - c. **DAMO-TRR POC:** LTC Tilton, DSN: 225-4061.
4. **ACTIONS.**

	MILESTONES	DATE
A.	Change USARF school instructor tenure policy (OCAR)	4th Qtr, FY 89 (COMPLETED)
B.	Establish NGB/FORSCOM MOU on regional training coordination authority (FORSCOM, NGB)	2d Qtr, FY 89 (COMPLETED)
C.	Develop a recommended RC school TDA (FORSCOM)	ACTION DELETED (CLR 5/91)
D.	Recommend plan for use of retirees as part-time RC instructors (ODCSPER)	2d Qtr, FY 92
E.	Validate proposed USARF schools TDA (FORSCOM)	ACTION DELETED (CLR 5/91)
F.	Implement restructured RF school system (FORSCOM)	ACTION DELETED (CLR 5/91)

ISSUE S-8, Continued

G. Participate in RC Structure Manning Decision Review (SMDR) process using the Army Training Requirements and Resources System (ATRRS) as the single-source Reserve Components Training Institutions (RCTI) quota management system (FORSCOM, OCAR, NGB) Annually, Starting FY 90 (ONGOING)

H. Develop and recommend enhanced TRADOC RCTI Quality Assurance Program (TRADOC, NGB, FORSCOM) 3d Qtr, FY 91 (COMPLETED)

I. Pilot test enhanced TRADOC RCTI Quality Assurance Program (TRADOC) 4th Qtr, FY 91 (COMPLETED)

J. Implement enhance TRADOC RCTI Quality Assurance Program (TRADOC) 3d Qtr, FY 92

K. Integrate RCTI as a system into appropriate DA documents (e.g., proposed AR 135-3 and/or AR 350-1-1) (ODCSOPS) 3d Qtr, FY 92

5. **ISSUE COMPLETION STANDARD.** RCTI system configured to provide quality instruction to 95% of RC personnel based upon MOS/leader development requirements by FY 94.

MEASUREMENT. Track status of availability of course data to units (ATRRS).

REPORTING AGENCY. FORSCOM, NGB.

6. **RELATED ISSUES.** L-1, L-2, L-3, M-8, S-3, S-6.

CHAPTER 4

LEADER DEVELOPMENT

4-1. PURPOSE. This chapter identifies *Leader Development issues*.

4-2. ISSUE STATUS. The list of leader development issues and their status is at Figure 4-1. Current issues are included in this chapter. Completed or deleted issues are at Appendix C.

LEADER DEVELOPMENT

<u>Issue Number and Title</u>	<u>Status</u>
L-1 RC NCO Education System	Current
L-2 RC Warrant Officer Training System	Current
L-3 RC Officer Education System	Current

FIGURE 4-1, LEADER DEVELOPMENT ISSUE STATUS

ISSUE L-1

RC NCO EDUCATION SYSTEM

1. **OBJECTIVE.** Provide an RC NCOES which enables RC NCOs to complete PLDC, BNCOC, and ANCOC through RC courses or AC resident schools and improves RC NCO ability to perform in key battle staff positions and lead unit training.

2. **ISSUE STATEMENT.** Current RC NCOES requirements, linked to promotion, are not fully aligned with unit leadership levels, do not provide training requirements following ANCOC, and are not in place for appointment to Command Sergeant Major. This results in an RC NCO force with potential gaps in leadership training.

3. **RESPONSIBILITIES.**

a. **LEAD:** TRADOC.

POC: SGM McNeish, ATTG-IN, DSN: 680-5683.

b. **ASSIST:** ODCSOPS, ODCSPER, FORSCOM, HSC, NGB, OCAR, USASOC, USARPAC.

c. **DAMO-TRR POC:** LTC Tilton, DSN: 225-4061.

4. **ACTIONS:**

	MILESTONES	DATE
A.	Recommend necessary revisions to RC NCOES (TRADOC, NCO Leader Development Task Force)	ACTION DELETED (CLR 8/89)
B.	Plan Sergeants Major Course (SMC) ramp-up (TRADOC)	2d Qtr, FY 89 - 4th Qtr, FY 91 (COMPLETED)
C.	Develop Senior Sergeants Battle Staff Course (SSBSC) (TRADOC)	2d Qtr, FY 89 (COMPLETED)
D.	Determine requirement for USARF version of SMC (TRADOC)	3d Qtr, FY 89 (COMPLETED)
E.	Pilot test/validate SSBSC (TRADOC)	3d Qtr, FY 89 (COMPLETED)

ISSUE L-1, Continued

F. Determine force requirement for future SSBSC utilization (TRADOC)	4th Qtr, FY 89 (COMPLETED)
G. Incorporate approved NCO Leader Development Task Force recommendations in <u>RC TDAP</u> (ODCSOPS)	ACTION DELETED (CLR 8/89)
H. Complete RC NCOES courseware (TRADOC)	1st Qtr, FY 91 (COMPLETED)
I. Validate RC NCOES courseware (Initiate acceptance testing) (FORSCOM)	1st Qtr, FY 93
J. Fully implement SSBSC (FORSCOM)	4th Qtr, FY 90 (COMPLETED)
K. Complete SMC ramp-up (TRADOC)	1st Qtr, FY 91 (COMPLETED)
L. Implement refined NCOES link with promotions (ODCSOPER)	1st Qtr, FY 93
M. Develop USARF version of SMC if Milestone D shows additional capacity is required (TRADOC)	1st Qtr, FY 91 (COMPLETED; Milestone D showed no additional capacity required)
N. Complete RC NCOES courseware for medical and special forces MOSS (HSC, USASOC)	4th Qtr, FY 92

5. **ISSUE COMPLETION STANDARD.** RC NCOES full implemented in RCTIs by FY 93.

MEASUREMENT. Track implementation.

REPORTING AGENCY. FORSCOM, NGB.

6. **RELATED ISSUES.** M-2, M-3, M-7, S-2, S-3, S-4, S-5, S-7, S-8, U-8, U-9, U-10.

ISSUE L-2

RC WARRANT OFFICER TRAINING SYSTEM

1. **OBJECTIVE.** Provide appropriate progressive leadership and technical skills training at each warrant officer grade level, to improve warrant officer and unit readiness.
2. **ISSUE STATEMENT.** Common core senior warrant officer training is not available at RC Training Institutions.

3. **RESPONSIBILITIES.**

- a. **LEAD:** TRADOC.
POC: MW4 Meine, ATTG-IL, DSN: 680-5659.
- b. **ASSIST:** HSC, ODCSPER, USASOC.
- c. **DAMO-TRR POC:** LTC Tilton, DSN 225-4061.

4. **ACTIONS.**

MILESTONES	DATE
A. Develop coursewares supporting the RC Warrant Officer Training System (RC WOTS) (TRADOC)	3d Qtr, FY 90 (ONGOING)
B. Incorporate approved Warrant Officer Leader Development Action Plan (WOLDAP) actions into the RC TDAP (ODCSOPS)	2d Qtr, FY 92
C. Implement RCTI Senior Warrant Officer Common Core Course (TRADOC)	Pilot FY 92 Implement FY 93

5. **ISSUE COMPLETION STANDARD.** RC SWOT Common Core Course fully implemented in RCTIs by FY 93.

MEASUREMENT. Track implementation.

REPORTING AGENCY. FORSCOM, NGB.

6. **RELATED ISSUES.** M-2, M-3, S-4, S-5, S-7, S-8, U-8, U-9, U-10.

ISSUE L-3

RC OFFICER EDUCATION SYSTEM

1. **OBJECTIVE.** Institutionalize an RC officer education system (RC OES) which takes no more time than the current system, but better meets the needs and challenges of the RC training and leadership environment.

2. **ISSUE STATEMENT.** The current RC OES fails to require the following: (1) OBC in alignment with force needs, (2) training for company commanders in the branches of the units they command prior to command, (3) battle staff training in Airland battle staff procedures, and (4) branch-specific precommand training for battalion and brigade commanders. *RC OES must provide trained officers for these various command and staff positions.*

3. **RESPONSIBILITIES.**

- a. **LEAD:** TRADOC.
POC: LTC Burwell, ATTG-IL, DSN 680-5657.
- b. **ASSIST:** NGB, OCAR, ODCSOPS, ODCSPER, TRADOC, FORSCOM, USARPAC, HSC, USASOC.
- c. **DAMO-TRR POC:** LTC Tilton, DSN: 225-4061.

4. **ACTIONS.**

MILESTONES	DATE
A. Complete comprehensive review of RC OES and recommend necessary revisions (TRADOC, CGSC RC Officer Education Task Force)	1st Qtr, FY 90 (COMPLETED)
B. Identify priority of funding for Reserve Forces Duty (RFD) OBC (ODCSOPS)	2d Qtr, FY 89 (COMPLETED)
C. Develop Company Command Module (CCM) including METL preparation (TRADOC)	4th Qtr, FY 89 (COMPLETED)
D. Ramp-up RC CAS ³ staff groups (FORSCOM/TRADOC)	FY 91-93 (ONGOING)

ISSUE L-3, Continued

E. Change AR 140-10 & NGR 600-100 to require OAC in the new OES prior to or concurrent with company command, effective 1st Qtr, FY 94 (ODCSPER)	1st Qtr, FY 93
F. Incorporate approved RC OES Task Force recommendations in <u>RC TDAP</u> (ODCSOPS)	1st Qtr, FY 90 (COMPLETED)
G. Revise policy to require 90% of newly commissioned RFD 2LTs attend OBC within one year of commissioning (ODCSPER)	2d Qtr, FY 92
H. Revise policy to require OBC as prerequisite for platoon leaders (ODCSPER)	ACTION DELETED (CLR 5/89)
I. Explore offering Warrant Officer status to excess 2LTs (ODCSPER)	ACTION DELETED (CLR 8/89)
J. Provide ramp-up plan for branch oriented battalion and brigade precommand training (TRADOC)	ACTION DELETED (incl in Milestone 4M)
K. Pilot/validate CCM (TRADOC, FORSCOM, NGB)	1st - 4th Qtrs, FY 90 (COMPLETED)
L. Implement CCM (TRADOC, FORSCOM, NGB)	ACTION DELETED (CLR 5/90)
M. Establish policy encouraging branch-specific precommand course prior to or concurrent with battalion or brigade command, effective 3d Qtr, FY 92 (ODCSPER)	2d Qtr, FY 92
N. Publish implementation plan for new RC OES (actions A and D above) (ODCSOPS)	1st Qtr, FY 92 (COMPLETED)
O. Fully implement new RC OES (TRADOC, FORSCOM)	1st Qtr, FY 94

ISSUE L-3, Continued

- | | |
|---|---|
| P. Establish policy to require RC CAS ³ for promotion to major, effective 1st Qtr, FY 94 (ODCSPER) | 2d Qtr, FY 92
(COMPLETED) |
| Q. Revise RC OAC to a branch-specific course (TRADOC) | Pilot FY 93
Implement FY 94 |
| R. Develop Alternative Phase IIA RC CAS ³ (TRADOC) | FY 91
(COMPLETED) |
| S. Revise nonresident CGSOC to a two-year course (TRADOC) | PHASE I
Implement FY 94
PHASE II
Implement FY 95 |
| T. Incorporate approved RC Leader Development Action Plan (RC LDAP) Officer Education System actions into RC TDAP (ODCSOPS) | 1st Qtr, FY 93 |
5. **ISSUE COMPLETION STANDARD.** RC OES fully implemented in RCTIs by FY 94.
- MEASUREMENT.** Track implementation.
- REPORTING AGENCY.** FORSCOM, TRADOC.
6. **RELATED ISSUES.** M-2, M-3, S-4, S-5, S-7, S-8, U-8, U-9, U-10.

CHAPTER 5

UNIT TRAINING

5-1. PURPOSE. This chapter identifies *Unit Training issues*.

5-2. ISSUE STATUS. A list of unit training issues and their status is at Figure 5-1. Current issues are included in this chapter, Completed or deleted issues are at Appendix C.

UNIT TRAINING

<u>Issue Number and Title</u>	<u>Status</u>
U-1 Fielding CS/CSS AMTPs	Current
U-2 RC TADSS Support	Current
U-3 <i>Training Support Packages</i>	Current
U-4 Senior Level Training Affiliations	Current
U-5 RC Unit Evaluation	Current
U-6 <i>Staff Combined Arms Training Support</i>	Current
U-7 <i>Integration of RC in the Combined Arms Training Strategy (CATS)</i>	Current
U-8 <i>CS/CSS Battle Simulations</i>	Current
U-9 <i>Brigade and Battalion Battle Simulations</i>	Current
U-10 <i>Regional Training</i>	Current
U-11 <i>Expanded Training Opportunities</i>	Current

FIGURE 5-1. UNIT TRAINING ISSUE STATUS

<u>Issue Number and Title</u>	<u>Status</u>
U-12 Training Facilities Priority	Completed
U-13 Training Focused Garrison Training Areas	Current
U-14 Training Area Construction	Current
U-15 RC Training Management Doctrine	Completed
U-16 Standardized Assessment Methodology	Current
U-17 Training Detractor Reduction	Current
U-18 Post Mobilization Training	Current

FIGURE 5-1. UNIT TRAINING ISSUE STATUS (Continued)

ISSUE U-1

FIELDING CS/CSS AMTPs

1. **OBJECTIVE.** Accelerate fielding of ARTEP/AMTP to early deploying RC *Combat Support (CS)* and *Combat Service Support (CSS)* units so they may train to the same mission task standards as AC units.

2. **ISSUE STATEMENT.** The fielding schedule for CS/CSS ARTEP/AMTP must give priority to early deploying CS/CSS units.

3. **RESPONSIBILITIES.**

a. **LEAD:** TRADOC.

POC: MAJ Kuberek, ATTG-UI, DSN: 680-5725.

b. **ASSIST:** FORSCOM, HSC, CINCS.

c. **DAMO-TRR POC:** LTC Eyre, DSN: 224-8970.

4. **ACTIONS.**

MILESTONES	DATE
A. Prioritize RC CSS units for fielding based on designation for early deployment (FORSCOM)	3d Qtr, FY 89 (COMPLETED)
B. Revise fielding schedule for RC CSS units (TRADOC)	1st Qtr, FY 90 (COMPLETED)
C. Complete fielding of 40 priority RC CSS ARTEP/AMTP (TRADOC)	4th Qtr, FY 92
D. Field an additional 21 priority RC CSS ARTEP/AMTP under the OMNIBUS contract (TRADOC)	2d Qtr, FY 93

5. **ISSUE COMPLETION STANDARD.** 100% of the ARTEP/AMTP identified in FY 90 to support critical early deploying RC CS/CSS units are fielded by FY 93.

MEASUREMENT. Track status of fielding identified CSS ARTEP/AMTPs.

REPORTING AGENCY. TRADOC.

6. **RELATED ISSUES.** U-2, U-3, U-7, U-8, U-10, U-16, U-18.

ISSUE U-2

RC TADSS SUPPORT

1. **OBJECTIVE.** Support soldier, leader, and collective home station training with a training aids, devices, simulators, and simulations (TADSS) strategy which aligns policies and priorities to RC training needs.

2. **ISSUE STATEMENT.** RC unit geographical dispersion, distance from Training Support Centers (TSC), and time constraints increase the critical value of TADSS as an effective training multiplier. These very factors, and an AC fielding priority policy, have made TADSS less available to the RC.

3. **RESPONSIBILITIES.**

a. **LEAD:** ODCSOPS.

POC: LTC Eyre, DAMO-TRR, DSN: 224-8970.

b. **ASSIST:** NGB, OCAR, AMC, FORSCOM, USARPAC, TRADOC, HSC, USASOC.

c. **DAMO-TRR POC:** SAB.

4. **ACTIONS.**

	MILESTONES	DATE
A.	Add OCAR as voting member of MACOM NonSystem Training Device (NSTD) Prioritization Panel (TRADOC)	1st Qtr, FY 89 (COMPLETED)
B.	Review/validate TADSS requirements and distribution plan as reflected in the Combined Arms Training Strategy (TRADOC, FORSCOM, NGB, USASOC)	1st Qtr, FY 93
C.	Determine RC requirements for MILES (NGB, FORSCOM)	4th Qtr, FY 89 (COMPLETED)
D.	Distribute TADSS to TSC (TRADOC)	1st Qtr, FY 90 (ONGOING)
E.	Develop mobile RC SIMNET concept (TRADOC)	1st Qtr, FY 90 (COMPLETED)
F.	Validate mobile RC SIMNET (TRADOC)	2d Qtr, FY 90 to 2d Qtr, FY 91 (COMPLETED)

ISSUE U-2, Continued

- | | |
|--|-------------------------------|
| G. Provide RC MILES sustainment (TRADOC) | 3d Qtr, FY 90
(ONGOING) |
| H. Determine post mobilization station SIMNET requirements (NGB, FORSCOM, TRADOC) | 3d Qtr, FY 93 |
| I. Field two platoon sets mobile RC SIMNET to Gowen Field, ID and Camp Cane, MS (AMC) | 3d Qtr, FY 91
(COMPLETED) |
| J. Add OCAR and NGB to the Combined Arms Training Strategy (CATS) Committee (ODCSOPS, TRADOC) | 4th Qtr, FY 90
(COMPLETED) |
| K. Develop TADSS redistribution plan for TADSS displaced from AC and RC unit/activity inactivations (ODCSOPS (LEAD), TRADOC, FORSCOM, NGB) | 3d Qtr, FY 91 to
FY 97 |
| L. Integrate TADSS requirements into the Combined Arms Training Strategy (CATS) (FORSCOM, NGB, TRADOC) | 2d Qtr, FY 93 |
| M. Begin fielding Close Combat Tactical Trainer (CCTT) to replace SIMNET (AMC) | 1st Qtr, FY 96 |
5. **ISSUE COMPLETION STANDARD.** Following TADSS fielded to RC to support the conduct of training during IDT by FY 98:

MILES - NGB 65 sets
USAR 9 sets

Plt sets M1/M2 SIMNET -
NGB 58 sets
USAR 2 sets

Branch-specific TADSS sets -
NGB 1150 bn sets
USAR 850 bn sets

MEASUREMENT. Track status of distribution.

REPORTING AGENCY. TRADOC.

6. **RELATED ISSUES.** M-2, U-8, U-12, U-13.

ISSUE U-3

TRAINING SUPPORT PACKAGES

1. **OBJECTIVE.** Provide the RC commander with time-saving, task-oriented, structured tools which may be used in planning and conducting post mobilization training.

2. **ISSUE STATEMENT.** Post mobilization training is focused on critical battle tasks. Time available to prepare training support packages for common soldier tasks and staff training is limited. Prepackaged training support packages for specific critical soldiers tasks and staff training are needed to support execution of post mobilization training.

3. **RESPONSIBILITIES.**

- a. **LEAD:** TRADOC and HSC.
POC: CPT McQueen, ATTG-I, DSN: 680-5694.
- b. **ASSIST:** NGB, OCAR, FORSCOM.
- c. **DAMO-TRR POC:** LTC Eyre, DSN: 224-8970.

4. **ACTIONS.**

MILESTONES	DATE
A. Identify tasks for which post mobilization Individual Training Support Package modules will be prepared based on user identified needs (ODCSOPS (LEAD), TRADOC, FORSCOM, NGB)	3d Qtr, FY 92
B. Develop and validate structured post mobilization Individual Training Support Package modules (TRADOC)	1st Qtr, FY 93
C. Begin distributing structured post mobilization Training Support Package modules (TRADOC)	3d Qtr, FY 93

5. **ISSUE COMPLETION STANDARD.** Identified post mobilization Training Support Package modules fielded by FY 94.

MEASUREMENT. Track status of fielding.

REPORTING AGENCY. TRADOC.

6. **RELATED ISSUES.** U-1, U-18.

ISSUE U-4

SENIOR LEVEL TRAINING AFFILIATIONS

1. **OBJECTIVE.** Improve support to battle staff training organizations within the RC to facilitate the timely flow of doctrinal change and exercise support to Maneuver Area Commands/Maneuver Training Commands/Maneuver Exercise Commands (MAC/MTC/MEC), as well as to provide TRADOC/HSC with a source of RC battle staff training and RC training environment expertise.

2. **ISSUE STATEMENT.** The battle staff training mission of MAC/MTC/MEC requires a close and continuing relationship with TRADOC Integrating Centers.

3. **RESPONSIBILITIES.**

- a. **LEAD:** TRADOC.
POC: MAJ Kuberek, ATTG-UI, DSN: 680-3607.
- b. **ASSIST:** FORSCOM, USARPAC, HSC.
- c. **DAMO-TRR POC:** LTC Eyre, DSN: 224-8970.

4. **ACTIONS.**

MILESTONES	DATE
A. Determine affiliation needs (TRADOC)	1st Qtr, FY 90 (COMPLETED)
B. Develop Memorandum of Agreement (MOA) to effect affiliations (TRADOC, FORSCOM)	2d Qtr, FY 92
C. Implement affiliations (TRADOC, FORSCOM)	TBD

5. **ISSUE COMPLETION STANDARD.** Directed training affiliations established between TRADOC/HSC and MAC/MTC/MEC by FY 93.

MEASUREMENT. Track status of MOUs.

REPORTING AGENCY. FORSCOM, TRADOC, HSC.

6. **RELATED ISSUES.** U-6, U-8, U-9.

ISSUE U-5

RC UNIT EVALUATION

1. **OBJECTIVE.** Provide standardized unit training evaluation criteria and methods.

2. **ISSUE STATEMENT.** RC unit training evaluation results can not be compared across units or traced over time due to a variety of evaluation criteria employed by differing evaluators, trainers, and training managers.

3. **RESPONSIBILITIES.**

- a. **LEAD:** TRADOC.
POC: MAJ Warren, ATTG-IR, DSN: 680-5630.
- b. **ASSIST:** FORSCOM, USARPAC, OCAR, NGB, AMC, USASOC.
- c. **DAMO-TRR POC:** LTC Eyre, DSN: 224-8970.

4. **ACTIONS.**

MILESTONES	DATE
A. Develop exportable TVT on Observer/Controller (O/C) training principles consistent with Issue U-16 (TRADOC)	1st Qtr, FY 92 (COMPLETED)
B. Distribute TVT on O/C principles to TSCs (TRADOC)	2d Qtr, FY 92
C. Train all AT evaluators (FORSCOM, USARPAC)	3d Qtr, FY 89 (ONGOING)
D. Increase seats for RC evaluators, trainers, and training managers at CATA O/C course (TRADOC)	1st Qtr, FY 90 DELETED (Formal Course ended Sep 91)
E. Train AT Site Chief Evaluators at CATA O/C course (TRADOC)	ACTION DELETED (CLR 5/89)
F. Revise O/C program to match new Standardized Assessment Methodology (See Issue U-16) (TRADOC)	Pending Test Results of U-16
G. Revise O/C TVT (TRADOC)	ACTION DELETED (CLR 5/89)
H. Develop exportable RC O/C course (TRADOC)	3d Qtr, FY 92

ISSUE U-5, Continued

5. **ISSUE COMPLETION STANDARD.** Exportable instructional material on standardized unit training evaluation criteria and methods, which conforms to FORSCOM's Standardized Assessment Methodology, provided to MACOMs by FY 93.

MEASUREMENT. Track status of fielding material.

REPORTING AGENCY. TRADOC.

6. **RELATED ISSUES.** M-11, U-16.

ISSUE U-6

STAFF COMBINED ARMS TRAINING SUPPORT

1. **OBJECTIVE.** Provide realistic and complete warfighting support, to include joint warfighting elements, to major RC command and control headquarters staffs during exercise training.

2. **ISSUE STATEMENT.** There is insufficient support to RC units for conduct of major headquarters Command Post, Field Training, Joint Readiness, and Joint Training Exercises (CPX, FTX, JRX, JTX).

3. **RESPONSIBILITIES.**

a. **LEAD:** NGB and FORSCOM.
POC: NGB: LTC Quirin, NGB-ARO-M, DSN: 286-7690.
FORSCOM: LTC Wynne OR Mr. Hyder, FCJ3-TR,
DSN: 367-5934.

b. **ASSIST:** TRADOC, HSC, USARPAC, ODCSOPS.

c. **DAMO-TRR POC:** LTC Eyre, DSN: 224-8970.

4. **ACTIONS.**

MILESTONES	DATE
A. Develop support slice and player/controller requirements for BCTP, CPX, FTX, JRX, JTX (TRADOC, HSC)	4th Qtr, FY 91 (COMPLETED)
B. Issue guidance on joint and support slice requirements for major headquarters exercises (NGB, FORSCOM, USARPAC)	1st Qtr, FY 92 (COMPLETED)
C. Implement full joint and support slice play in RC major headquarters exercises (NGB, FORSCOM, USARPAC)	2d Qtr, FY 92
D. Gain US Air Force (USAF) support of exercise play with TACP and ALO at appropriate levels (ODCSOPS)	1st Qtr, FY 92 (COMPLETED)
E. Develop BCTP program for senior RC CS/CSS headquarters that would not normally participate in BCTP (TRADOC)	MOVED TO ISSUE U-8

ISSUE U-6, Continued

5. **ISSUE COMPLETION STANDARD.** 85% of the RC BCTP and major brigade and division exercises include appropriate slice participation IAW exercise task organization and scenario by FY 93.

MEASUREMENT. Compile percentage of BCTP and major exercises with full slice participation against total number of exercises.

REPORTING AGENCY. FORSCOM, NGB.

6. **RELATED ISSUES.** U-4, U-13, U-18.

ISSUE U-7

INTEGRATION OF RC IN THE COMBINED ARMS TRAINING STRATEGY (CATS)

1. **OBJECTIVE.** Develop current and projected CATS proponent, institutional, and unit training strategies that provide the opportunity to train duty MOS qualified soldiers and qualified crews and higher organizations to standard during both pre- and post mobilization.

2. **ISSUE STATEMENT.** RC training time is limited. Training time must be focused, fully planned, coordinated, and resourced. Current RC training systems do not tie specific training strategies to resources. The Army is developing a system that integrates institutional and unit training requirements while identifying, acquiring, and managing training resources. RC training requirements must be integrated into this process.

3. **RESPONSIBILITIES.**

a. **LEAD:** TRADOC.

POC: LTC Rozman, ATTG-U, DSN: 680-5732.

b. **ASSIST:** NGB, OCAR, FORSCOM, USARPAC, USAREUR, USASOC, HSC, INSCOM

c. **DAMO-TRR POC:** LTC Eyre, DSN: 224-8970.

4. **ACTIONS.**

MILESTONES	DATE
a. Add NGB and OCAR in the CATS staffing process (TRADOC)	4th Qtr, FY 91 (COMPLETED)
b. Integrate RC training issues into baseline and projected strategies of the Combined Arms Training Strategy (TRADOC)	4th Qtr, FY 92 (ONGOING)
c. Establish mechanism to assign AGR officers/NCOs at TRADOC integrating centers and schools to training development staff positions that are responsible for developing CATS current and projected strategies (NGB, OCAR)	4th Qtr, FY 92
d. Assess RC applications of CATS strategies (TRADOC, FORSCOM, NGB)	4th Qtr, FY 94
e. Brief status of CATS to include integration of the RC to senior Army leadership (TRADOC)	Quarterly, starting 2d Qtr, FY 91 (ONGOING)

ISSUE U-7, Continued

g. Provide input for the annual updates of the baseline strategies of the Combined Arms Training Strategy (TRADOC) Annually, Starting FY 93

5. **ISSUE COMPLETION STANDARD.** Combined Arms Training Strategy (CATS) fully mature by FY 94.

MEASUREMENT. Track CATS implementation.

REPORTING AGENCY. TRADOC, Assist FORSCOM, NGB.

6. **RELATED ISSUES.** U-2, U-6, U-8, U-9, U-10, U-13, U-14, U-18.

ISSUE U-8

CS/CSS BATTLE SIMULATIONS

1. **OBJECTIVE.** Provide battle simulations, configured for distributed training, which will assist RC CS/CSS commanders and staffs in sustaining warfighting support skills during IDT. *CSSTSS will be the primary means to accomplish this objective.*

2. **ISSUE STATEMENT.** There are few manual and no automated CS/CSS battle simulations fielded to the RC, which has the bulk of our CS/CSS force, as well as the most critical need for training multipliers.

3. **RESPONSIBILITIES.**

- a. **LEAD:** TRADOC.
POC: MAJ Adams, ATTG-UI, DSN: 680-5722.
- b. **ASSIST:** OCAR, AMC, HSC.
- c. **DAMO-TRR POC:** LTC Eyre, DSN: 224-8970.

4. **ACTIONS.**

	MILESTONES	DATE
A.	Identify additional simulations for incorporation with RC TDAP (TRADOC)	2d Qtr, FY 90 (COMPLETED)
B.	Develop Training Device Requirements (TDR) document for CSSTSS (TRADOC)	4th Qtr, FY 90 (COMPLETED)
C.	Present TDR to ATSC Training Device Review Committee (TRADOC)	1st Qtr, FY 91 (COMPLETED)
D.	Begin fielding CSSTSS with priority to RC (TRADOC, AMC)	4th Qtr, FY 94
E.	Add OCAR and NGB in the Family of Simulations (FAMSIM) planning process (ODCSOPS)	4th Qtr, FY 90 (COMPLETED)
F.	Develop BCTP and TCDC program for CS/CSS units that would not normally participate in BCTP or TCDC (TRADOC)	3d Qtr, FY 92

ISSUE U-8, Continued

5. *ISSUE COMPLETION STANDARD. Field CSSTSS by FY 95.*
MEASUREMENT. Track status of CSSTSS fielding.
REPORTING AGENCY. TRADOC.
6. *RELATED ISSUES. U-6, U-7, U-9, U-13.*

ISSUE U-9

BRIGADE AND BATTALION BATTLE SIMULATIONS

1. **OBJECTIVE.** Provide simulation support to train battalion and brigade staffs to command and control (C²) ARTEP/AMTP standards, on effective interaction with wartime higher C² headquarters, and on effective battlefield C² over subordinate units.

2. **ISSUE STATEMENT.** The lack of automated brigade and battalion battle simulations fielded to the RC increases the training challenges imposed by geographical dispersion and limited time, and results in an inability to train full staffs at home station.

3. **RESPONSIBILITIES.**

- a. **LEAD:** TRADOC.
POC: MAJ Adams, ATTG-UI, DSN: 680-5722.
- b. **ASSIST:** NGB, OCAR, AMC, FORSCOM, USARPAC, ODCSOPS.
- c. **DAMO-TRR POC:** LTC Eyre, DSN: 224-8970.

4. **ACTIONS.**

	MILESTONES	DATE
A.	ATSC Training Device Review Committee approve BBS TDR (TRADOC)	2d Qtr, FY 89 (COMPLETED)
B.	Develop brigade module for BBS (TRADOC)	3d Qtr, FY 90 (COMPLETED)
C.	Validate BBS for RC use (TRADOC, FORSCOM)	1st Qtr, FY 91 (COMPLETED)
D.	Begin fielding BBS to RC (TRADOC)	4th Qtr, FY 91 (ONGOING)
E.	Complete fielding BBS to RC (TRADOC)	4th Qtr, FY 94

5. **ISSUE COMPLETION STANDARD.** Field BBS by FY 95.

MEASUREMENT. Track status of BBS fielding.

REPORTING AGENCY. TRADOC.

6. **RELATED ISSUES.** U-7, U-8, U-13.

ISSUE U-10
REGIONAL TRAINING

1. **OBJECTIVE.** Provide regional training sites which offer RC units and soldier opportunities for skill sustainment and transition training on equipment not located at home station and for which those units have mission responsibilities. In addition, accredited sites may offer Military Occupational Specialty Qualification (MOSQ) and Noncommissioned Officer Education System (NCOES) training in selected MOSS.

2. **ISSUE STATEMENT.** RC units may have mission responsibilities for maintaining or working with equipment not authorized or located at home station, resulting in a lack of training opportunities for their mobilization missions. RC soldiers may not be able to participate in required MOSQ and NCOES training offered by resident schools or other training providers.

3. **RESPONSIBILITIES.**

a. **LEAD:** ODCSOPS.

POC: LTC Cyrus, DAMO-TRR, DSN: 225-6569.

b. **ASSIST:** NGB, OCAR, FORSCOM, INSCOM, AMC, HSC.

c. **DAMO-TRR POC:** SAB.

4. **ACTIONS.**

	MILESTONES	DATE
A.	Develop plan for regional medical and maintenance training sites (ODCSOPS)	FY 87 (COMPLETED)
B.	Establish 21 RTS-Maint sites (ODCSOPS)	FY 88 - FY 93 (ONGOING)
C.	Establish 7 RTS-Med Sites (OTSG)	FY 89 - FY 93 (ONGOING)
D.	Establish 5 RTS-Intel/TROJAN sites (NGB, FORSCOM, INSCOM)	FY 85 - FY 91 (COMPLETED)
E.	Determine REQUIREMENTS for other regional training sites (FORSCOM, TRADOC, HSC, INSCOM, USARPAC, AMC)	1st Qtr, FY 93

ISSUE U-10, Continued

5. **ISSUE COMPLETION STANDARD.** Activate 21 Regional Training Sites-Maintenance; 7 Regional Training Sites-Medical; and 5 Regional Training Sites-Intelligence to support RC unit METL/battle focused training needs, and individual MOS enhancement training and RC NCOES training needs by FY 94.

MEASUREMENT. Track status of site activations.

REPORTING AGENCY. FORSCOM, NGB, INSCOM, HSC.

6. **RELATED ISSUES.** L-1, L-2, L-3, M-8, S-3, S-5.

ISSUE U-11

EXPANDED TRAINING OPPORTUNITIES

1. **OBJECTIVE.** Provide RC commanders and training managers with a comprehensive source of accurate information on training areas and opportunities which improves their ability to plan and conduct training.

2. **ISSUE STATEMENT.** Many federal, state, community, industrial, and private training areas and opportunities exist which are not comprehensively catalogued in an updated data base accessible to RC commanders and training managers.

3. **RESPONSIBILITIES.**

a. **LEAD:** ODCSOPS.

POC: LTC Cyrus, DAMO-TRR, DSN: 225-6569.

b. **ASSIST:** INSCOM, AMC, Defense Training and Performance Data Center (DTPDC), PMO RCAS.

c. **DAMO-TRR POC:** SAB.

4. **ACTIONS.**

	MILESTONES	DATE
A.	Request extended/expanded data base and means of distribution to RC from Defense Training and Performance Data Center (DTPDC) (ODCSOPS)	4th Qtr, FY 89 (COMPLETED)
B.	Establish link with Reserve Component Automation System (RCAS) requirements (ODCSOPS)	4th Qtr, FY 90 (COMPLETED)
C.	Distribute DTPDC data bases/products (ODCSOPS)	1st Qtr, FY 90 (COMPLETED)
D.	Update RC units on procedures for obtaining DTPDC products through Army training publications (ODCSOPS)	3d Qtr, FY 92
E.	DTPDC products available to unit trainers through the RCAS Training Management Subsystem (PMO RCAS)	4th Qtr, FY 96

ISSUE U-11, Continued

5. **ISSUE COMPLETION STANDARD.** Comprehensive training facilities data base available to RC units through RCAS from DTPDC by FY 96.

MEASUREMENT. Track status of RCAS fielding.

REPORTING AGENCY. ODCSOPS.

6. **RELATED ISSUES.** U-14.

ISSUE U-13

TRAINING FOCUSED GARRISON TRAINING AREAS

1. **OBJECTIVE.** Accomplish renovation or new construction of RC facilities which accommodate training methods and doctrine and maximizes training opportunities.

2. **ISSUE STATEMENT.** Existing garrison training areas were essentially designed to provide administrative support to RC units and often do not provide a training environment supportive of effective IDT. Plans for new armory/center construction and facility renovation should be configured for emerging training technologies.

3. **RESPONSIBILITIES.**

a. **LEAD:** NGB AND OCAR.

POC: NGB: CPT Bishop, NGB-ARA, DSN: 224-3399.

OCAR: LTC Lucas, DAAR-OP-T, DSN: 226-3919.

LTC McNabb, DAAR-CM, DSN: 226-3993.

b. **ASSIST:** TRADOC, Office Corps of Engineers (OCE).

c. **DAMO-TRR POC:** LTC Cyrus, DSN: 225-6569.

4. **ACTIONS.**

	MILESTONES	DATE
A.	Form NGB/OCAR Training Facility Group (NGB, OCAR)	2d Qtr, FY 89 (COMPLETED)
B.	Develop training concept of IDT (NGB, OCAR)	2d Qtr, FY 90 (COMPLETED)
C.	Coordinate IDT concepts with MACOMs (NGB, OCAR)	4th Qtr, FY 90 (COMPLETED)
D.	Coordinate initial and final design development with MACOMs (NGB, OCAR)	4th Qtr, FY 93 (ONGOING)
E.	Complete initial design work (OCE)	2d Qtr, FY 92
F.	Approve final designs (NGB, OCAR)	4th Qtr, FY 93
G.	Build designs into NGB/USAR construction programs (OCE)	3d Qtr, FY 94
H.	Enter construction/modification phase (OCE)	1st Qtr, FY 95

ISSUE U-13, Continued

5. **ISSUE COMPLETION STANDARD.** Design criteria institutionalized for renovation and construction of NGB armories and USAR centers configured primarily as training facilities to enhance IDT by FY 95.

MEASUREMENT. Track incorporation of approved redesigns into regulations and facility plans.

REPORTING AGENCY. NGB, OCE, OCAR, FORSCOM.

6. **RELATED ISSUES.** M-2, U-2, U-7, U-8, U-9.

ISSUE U-14

TRAINING AREA CONSTRUCTION

1. **OBJECTIVE.** Provide increased opportunities for effective IDT collective training at Local Training Areas (LTA) and AT collective training at Major Training Areas (MTA) to enable units to train to standard.

2. **ISSUE STATEMENT.** The shortage of LTAs and inadequately upgraded MTAs have seriously constrained collective training the opportunities for RC units to train to standard.

3. **RESPONSIBILITIES.**

a. **LEAD:** ODCSOPS.

POC: LTC Cyrus, DAMO-TRR, DSN: 225-6569.

b. **ASSIST:** NGB, OCAR, FORSCOM, USARPAC, AMC, HSC, USASOC.

c. **DAMO-TRR POC:** SAB.

4. **ACTIONS.**

MILESTONES	DATE
A. Determine additional LTA needs for RC unit training (NGB, FORSCOM, USARPAC)	Continually
B. Determine required MTA upgrades to support RC unit training (NGB, FORSCOM, USARPAC)	Continually
C. Build funding requirements into Program Objective Memorandum (POM) prioritization process (ODCSOPS, NGB, OCAR)	Biennially
D. Add training representatives at FORSCOM and CONUSA as voting members of their respective Construction Requirements Review Council (CRRC) to ensure regional coordination of training area needs across components (FORSCOM)	4th Qtr, FY 90 (COMPLETED)
E. Coordinate development of Army, Conus-wide Regional Training Master Plans (ODCSOPS (LEAD), FORSCOM, NGB, HSC, USASOC, USARPAC)	4th Qtr, FY 92

ISSUE U-14, Continued

5. **ISSUE COMPLETION STANDARD.** 85% of the LTA/MTA acquisition/upgrades identified in the POM 92-97 are funded/completed by FY 99.

MEASUREMENT. Track implementation of master plan for LTA acquisition and construction IAW milestones.

REPORTING AGENCY. FORSCOM, NGB, TRADOC.

6. **RELATED ISSUES.** None.

ISSUE U-16

STANDARDIZED ASSESSMENT METHODOLOGY

1. **OBJECTIVE.** Provide commanders at all levels, including CINCs, the ability to determine the current training readiness status of assigned RC units, including an ability to compare progress in these areas across time or with other similar units.

2. **ISSUE STATEMENT.** Current RC assessment tools do not provide consistent and valid indications of the operational capability and deployability status of RC forces, making it difficult to accurately determine strengths and weaknesses in training and readiness, post mobilization training strategies, and resource requirements.

3. **RESPONSIBILITIES.**

a. **LEAD:** FORSCOM.
POC: Mr. Stritzinger, FCJ3-TRA, DSN: 367-5975/5914
LTC Nollette, FCJ3-TRA, DSN: 367-5449.

b. **ASSIST:** NGB, OCAR, TRADOC, USARPAC, HSC, CINCs.

c. **DAMO-TRR POC:** LTC Eyre, DSN: 224-8970.

4. **ACTIONS.**

	MILESTONES	DATE
A.	Complete functional description of training assessment model (Training Assessment Model (TAM)) (FORSCOM)	1st Qtr, FY 90 to 1st Qtr, FY 92 (COMPLETED)
B.	Initiate testing of TAM (FORSCOM)	1st Qtr, FY 92 (ONGOING)
C.	Implement TAM system (FORSCOM)	1st Qtr, FY 93
D.	Report unit status to CINCs (FORSCOM)	1st Qtr, Annually

5. **ISSUE COMPLETION STANDARD.** Standard assessment methodology implemented by FY 94.

MEASUREMENT. Track status of TAM implementation.

REPORTING AGENCY. FORSCOM.

6. **RELATED ISSUES.** M-11, U-5, U-18.

ISSUE U-17

TRAINING DETRACTOR REDUCTION

1. **OBJECTIVE.** Decrease requirements to the extent that no more than twenty percent of RC unit IDT and AT time is dedicated to other than critical soldier, leader, and collective METL training.

2. **ISSUE STATEMENT.** RC unit commanders are required to execute administrative actions without centralized support, automated support, or common data bases expected in the AC. This significantly detracts from chain of command involvement in training and the amount of IDT time available for productive training.

3. **RESPONSIBILITIES.**

a. **LEAD:** ODCSOPS.

POC: LTC Eyre, DAMO-TRR, DSN: 224-8970.

b. **ASSIST:** NGB, OCAR, FORSCOM, USARPAC, TRADOC, DAIG, ODCSPER.

c. **DAMO-TRR POC:** SAB.

4. **ACTIONS.**

	MILESTONES	DATE
A.	Conduct total review of RC administrative requirements (ODCSOPS)	4th Qtr, FY 90 (COMPLETED)
B.	Recommend requirements to be deleted, consolidated, or categorized (ODCSOPS)	4th Qtr, FY 91 (ONGOING)
C.	Publish CSA message #1 - "Reduce Training Detractors," for distribution throughout the Army (ODCSOPS)	3d Qtr, FY 89 (COMPLETED)
D.	Project validation (ODCSOPS)	ACTION DELETED (CLR 5/90)
E.	Pilot test USAR Command Support Center (CSC) concept (FORSCOM)	ACTION DELETED (CLR 5/91)
F.	Publish CSA message #2 - "Control Mandatory Training," for distribution throughout the Army (ODCSOPS)	3d Qtr, FY 92

ISSUE U-17, Continued

G. Publish CSA message #3 - "Reduce Administration," for distribution throughout the Army (ODCSOPS)

3d Qtr, FY 92

H. Determine status of implementation of CSA message #1 - "Reduce Training Detractors" within the Army (i.e., message to MACOMs and NGB asking specifics about implementation (ODCSOPS)

1st Qtr, FY 92
(COMPLETED)

5. **ISSUE COMPLETION STANDARD.** Unit administrative requirements are reduced to involving no more than 20% of IDT/AT time by FY 93.

MEASUREMENT. MACOM analysis of published training guidance provided to subordinate commands.

REPORTING AGENCY. FORSCOM, OCAR, NGB.

6. **RELATED ISSUES.** None.

ISSUE U-18

POST MOBILIZATION TRAINING

1. **OBJECTIVE.** Provide a reliable system for identifying and providing minimum essential post mobilization training.

2. **ISSUE STATEMENT.** The Army Mobilization Operations and Planning System (AMOPS) and its supporting systems, provide planning and resource identification processes required to support mobilization training requirements and resource identification. The processes, however, are not functioning with adequate effectiveness, particularly in the area of providing usable resource information to units. Post mobilization training capability is further reduced by the lack of dedicated training support at Mobilization Stations for soldier, team, and battle staff training.

3. **RESPONSIBILITIES.**

- a. **LEAD:** FORSCOM.
POC: Mr. Stritzinger, FCJ3-TR, DSN: 367-5975/5914.
- b. **ASSIST:** NGB, OCAR, USARPAC, AMC, TRADOC, HSC,
USAREUR, USARSO, USASOC, ODCSPER, ODCSLOG.
- c. **DAMO-TRR POC:** LTC Cyrus, DSN: 225-6569.

4. **ACTIONS.**

	MILESTONES	DATE
A. Refine mobilization planning and resource identification processes related to post mobilization training (FORSCOM)		2d Qtr, FY 89 (COMPLETED)
B. Identify post mobilization training strategies and requirements, by type unit (FORSCOM)		2d Qtr, FY 92
C. Identify training support resources and systems necessary for MOBSTA/MOB Site support of unit training (FORSCOM, TRADOC)		TBD based upon BOLD SHIFT results
D. Revise publications, as required (ODCSOPS, FORSCOM)		TBD based upon BOLD SHIFT results
E. Develop modular training packages for type training at mobilization station (TRADOC)		TBD

ISSUE U-18, Continued

5. **ISSUE COMPLETION STANDARD.** FORMDEPS and supporting systems establish a methodology to identify and resource minimum essential post mobilization training by type unit and common task training by FY 96.

MEASUREMENT. Track implementation of post mobilization training requirements reporting system.

REPORTING AGENCY. FORSCOM, NGB.

6. **RELATED ISSUES.** M-1, U-3, U-17.

CHAPTER 6

TRAINING MANAGEMENT

6-1. PURPOSE. This chapter identifies *training management issues*.

6-2. ISSUE STATUS. The list of training management issues and their status is at Figure 6-1. Current issues are included in this chapter. Completed or deleted issues are at Appendix C.

TRAINING MANAGEMENT

<u>Issue Number and Title</u>		<u>Status</u>
M-1	DA Oversight of RC Training	Current
M-2	<i>Distributed Training</i>	<i>Current</i>
M-3	TAP-DB Support to RC Training	Current
M-4	ARPERCEN Management Support	Current
M-5	<i>RC Training Products Acceptance Testing</i>	Current
M-6	Full-Time Support Staffing for RC Units	Current
M-7	Flexible Promotion Policy	Current
M-8	RC Force Structure Integration	Current
M-9	Retiree Recall Program	Current
M-10	Focused Recruiting	Current
M-11	<i>Training Readiness</i>	<i>Current</i>

FIGURE 6-1, TRAINING MANAGEMENT ISSUE STATUS

ISSUE M-1

DA OVERSIGHT OF RC TRAINING

1. **OBJECTIVE.** Establish visibility of RC training at senior levels throughout DA in order to improve Army-wide understanding of the RC training environment and ability to resolve the impact of systemic issues on RC training readiness. Ensure that all involved RC and AC elements have an opportunity to surface relevant issues for review prior to consideration by the VCSA.

2. **ISSUE STATEMENT.** A central DA forum for the focus of RC training challenges has not existed, resulting in a fragmented approach to continuity and systemic issues in RC training programs at the DA-level.

3. **RESPONSIBILITIES.**

- a. **LEAD:** ODCSOPS.
POC: COL Alvarez, DAMO-TRR, DSN: 227-5409.
- b. **ASSIST:** ODCSPER, NGB, OCAR, DPAE.
- c. **DAMO-TRR POC:** SAB.

4. **ACTIONS.**

MILESTONES	DATE
A. Establish single DA POC (DAMO-TRR Division in Training Directorate, ODCSOPS)	2d Qtr, FY 89 (COMPLETED)
B. Publish and distribute <u>RC Training Development Action Plan (RC TDAP)</u> for implementation (ODCSOPS)	3d Qtr, FY 89 (COMPLETED)
C. Explore potential applications of emerging technology for electronic meetings of CLRC and GOSC (ODCSOPS, ARI-TTFA)	3d Qtr, FY 89 (COMPLETED)
D. Include strategy and responsibilities for RC training in draft for revised AR 350-41, <u>Army Forces Training</u> (ODCSOPS)	3d Qtr, FY 90 (COMPLETED)
E. Recommend design of annual review process and briefing format for VCSA (ODCSOPS)	4th Qtr, FY 89 (COMPLETED)

ISSUE M-1, Continued

- | | |
|---|--|
| F. Conduct initial review for VCSA (ODCSOPS) | 1st Qtr, FY 91
(COMPLETED) |
| G. Publish initial draft of DA Pam 350-xx (instructional) on RC training and <u>RC TDAP</u> (ODCSOPS) | ACTION DELETED
(12/91) |
| H. Conduct annual review for VCSA (ODCSOPS) | ACTION DELETED
(12/91 - VCSA
BRIEFED VIA RCCC AS
REQUIRED) |
| I. Publish revised AR 350-1, <u>Army Training</u> , including strategy and responsibilities for RC training (ODCSOPS) | 4th Qtr, FY 92 |
| J. Publish and distribute <u>RC TDAP</u> updates/changes (ODCSOPS) | Quarterly for CLRC
members

1st Qtr, Annually
for Army
distribution |
| K. Explore avenues available for changing restrictions on cross-components appropriations expenditures (DPAE) | ACTION DELETED
(12/91 - Cannot be
done) |
| I. Conduct cross-check of appropriate DA/MACOM-level regulations/policies to ensure consistency in roles and responsibilities for RC training (ODCSOPS) | 2d Qtr, FY 92
(COMPLETED) |

5. **ISSUE COMPLETION STANDARD.** DA DCSOPS oversight of RC training is institutionalized by the end of FY 91.

MEASUREMENT. Track status of DAMO-TRR assigned strength versus authorized strength.

REPORTING AGENCY. ODCSOPS (DAMO-TRR).

6. **RELATED ISSUES.** M-4, M-8, U-2, U-7, U-18.

ISSUE M-2

DISTRIBUTED TRAINING

1. **OBJECTIVE.** *Use technology to improve the quality, efficiency, standardization, and availability of training time to RC soldiers, leaders, units, and staffs at their home stations.*

2. **ISSUE STATEMENT.** RC unit geographic dispersion, distance from Training Support Centers, and time constraints increase the critical value of electronically distributed training as an effective training multiplier.

3. **RESPONSIBILITIES.**

a. **LEAD:** TRADOC.

POC: LTC Castle, ATTG-CF, DSN: 680-5526.

b. **ASSIST:** ARI-TTFA, NGB, OCAR, FORSCOM, ODCSOPS, HSC, USASOC.

c. **DAMO-TRR POC:** LTC Eyre, DSN: 224-8970.

4. **ACTIONS.**

MILESTONES	DATE
A. Determine types of training best delivered by distributive technology (TRADOC)	2d Qtr, FY 89 (COMPLETED)
B. Identify critical wartime training needs best met by use of distributive technology (TRADOC, FORSCOM, NGB)	3d Qtr, FY 89 to 4th Qtr, FY 90 (COMPLETED)
C. Identify training pilot projects to be delivered (TRADOC, FORSCOM, NGB)	4th Qtr, FY 90 (COMPLETED)
D. Match delivery methods to training needs (TRADOC, FORSCOM, NGB)	2d Qtr, FY 90 (COMPLETED)
E. Initiate pilot programs (TRADOC, FORSCOM)	2d Qtr, FY 90 (COMPLETED)
F. Refine and expand distributed training (TRADOC, FORSCOM)	1st Qtr, FY 93

ISSUE, M-2, Continued

G. Distribute training for portions of selected courses using print as the means of delivery (TRADOC) FY 92 - FY 97

H. Conduct site survey of learning centers, armories, and reserve centers to identify required modifications to support distributed training (TRADOC) FY 94

I. Modify learning centers, armories, and reserve centers to support distributed training (TRADOC, OCAR, NGB) FY 95 - FY 97

J. TRADOC proponent schools implement multimedia technology to distribute training (TRADOC) FY 98 - FY 07

5. **ISSUE COMPLETION STANDARD.** Distributed training fully implemented throughout the RC by FY 08.

MEASUREMENT. Track implementation of Distributed Training Strategy.

REPORTING AGENCY. TRADOC.

6. **RELATED ISSUES.** M-5, U-2, U-13.

ISSUE M-3

TOTAL ARMY PERSONNEL DATA BASE SUPPORT TO RC TRAINING

1. **OBJECTIVE.** Improve automation of RC individual and institutional training information, at all levels, to enhance timeliness and accuracy of RC training management.

2. **ISSUE STATEMENT.** The current Total Army Personnel Data Base (TAP-DB) and Standard Installation/Division Personnel System (SIDPERS) do not provide accurate data needed for effective training management and resource management for the RC. The lack of a link between the Army Training Requirements and Resources System (ATRRS) and the Annual Individual Reserve Training Enrollment Management System (AIRTEMS) results in nonavailability of RCTI information. This lack of RC training information at DA level makes it difficult to determine RC qualification opportunities necessary to improve readiness.

3. **RESPONSIBILITIES.**

- a. **LEAD:** ODCSPER.
POC: Mr. Boyd, DAPE-ZXI-SP, DSN: 225-6810.
- b. **ASSIST:** NGB, OCAR, FORSCOM, USARPAC, TRADOC, ODCSOPS, PM RCAS.
- c. **DAMO-TRR POC:** LTC Sneddon, DSN: 227-4559.

4. **ACTIONS.**

MILESTONES	DATE
A. Determine relationship between RC Automation System (RCAS), TAP-DB, and SIDPERS (ODCSPER, PM RCAS)	1st Qtr, FY 91 (COMPLETED)
B. Interface AIRTEMS and USARSAMS with ATRRS, to include USARF School data (ODCSPER)	TBD IAW RCAS Guidance
C. Include training information in SIDPERS data bases (ODCSPER)	TBD IAW RCAS Guidance
D. Automate STRIPES (FORSCOM)	TBD IAW RCAS Guidance
E. Improve accuracy/reliability of SIDPERS, IAW RCAS efforts (ODCSPER)	TBD IAW RCAS Guidance

ISSUE M-3, Continued

5. **ISSUE COMPLETION STANDARD.** Individual and institutional training information from ATRRS, SIDPERS and RCAS available down to unit level by FY 97.

MEASUREMENT. Track status of fielding.extending systems down to unit level.

REPORTING AGENCY. ODCSPER.

6. **RELATED ISSUES.** None.

ISSUE M-4

ARMY RESERVE PERSONNEL CENTER MANAGEMENT SUPPORT

1. **OBJECTIVE.** Improve Army Reserve Personnel Center (ARPERCEN) personnel management of, and accuracy of, data concerning USAR soldiers in order to meet mobilization requirements and more effectively manage the force in peacetime, and improve support provided to MACOMs/CONUSAs in satisfying RC-oriented mission requirements.

2. **ISSUE STATEMENT.** Insufficient personnel resources and integrated automated systems critically degrade ARPERCEN's ability to effectively manage IRR training and personnel actions and provide accurate, essential mobilization data.

3. **RESPONSIBILITIES.**

- a. **LEAD:** OCAR.
POC: LTC Chadwick, DAAR-OP-T, DSN: 226-0177.
- b. **ASSIST:** ARPERCEN.
POC: LTC Riley, DARP-MOT, DSN: 892-3578.
- c. **DAMO-TRR POC:** LTC Whalen, DSN: 225-1446.

4. **ACTIONS.**

MILESTONES	DATE
A. Identify additional personnel assets required (ARPERCEN)	3d Qtr, FY 89 (COMPLETED)
B. Develop automation support plan (authorized exception to RCAS restrictions) (ARPERCEN)	4th Qtr, FY 89 (COMPLETED)
C. Approve PDAR-95 personnel requirements (OCAR)	1st Qtr, FY 90 (COMPLETED)
D. Approve automation support plan (OCAR)	2d Qtr, FY 90 (COMPLETED)
E. Develop procedures to expand officer and enlisted data base (ARPERCEN)	2d Qtr, FY 90 thru 4th Qtr, FY 91 (COMPLETED)

ISSUE M-4, Continued

F. Develop procedures to expedite reassignment of soldiers between USAR categories (ARPERCEN)	2d Qtr, FY 90 thru 4th Qtr, FY 91 (COMPLETED)
G. Recruit, assign, and train personnel to manage the force (ARPERCEN)	FY 91 (COMPLETED)
H. Implement automation support plan (ARPERCEN)	4th Qtr, FY 89 (ONGOING)

5. **ISSUE COMPLETION STANDARD.** ARPERCEN Automation Upgrade requirements (personnel, hardware, and software) implemented by FY 97.

MEASUREMENT. Track status of automation upgrades.

REPORTING AGENCY. OCAR.

6. **RELATED ISSUES.** M-1, M-3, M-10, S-5, S-7.

ISSUE M-5

RC TRAINING PRODUCTS ACCEPTANCE TESTING

1. **OBJECTIVE.** Validate the RC environment applicability of all courses, programs, systems or equipment. Ensure thorough staffing throughout the RC and include platform testing of selected courseware, without extensive civilian contracting or prolonged use of test bed units.

2. **ISSUE STATEMENT.** New Army training concepts, TADSS, procedures, systems, and courses are typically validated in AC units. They may not be valid for use in the RC training environment, which can result in counterproductive implementation.

3. **RESPONSIBILITIES.**

a. **LEAD:** TRADOC.

POC: LTC Castle, ATTG-CF, DSN: 680-5526.

b. **ASSIST:** AMC, ARI-TTFA, NGB, FORSCOM, OCAR, HSC, USASOC.

c. **DAMO-TRR POC:** LTC Eyre, DSN: 224-8970.

4. **ACTIONS.**

MILESTONES	DATE
A. Include validation in RC as essential element of all RC training development procedures (TRADOC)	2d Qtr, FY 89 (COMPLETED)
B. Recommend plan for implementing RC courseware validation as a training design/development requirement (TRADOC, FORSCOM)	3d Qtr, FY 90 (COMPLETED)
C. Recommend plan for implementing RC TADSS validation as a training equipment design requirement (TRADOC, AMC)	3d Qtr, FY 90 (COMPLETED)
D. Recommend plan for prototyping developed equipment in the RC to validate applicability (TRADOC, AMC)	3d Qtr, FY 90 (COMPLETED)
E. Validate courses, training programs, concepts to ensure applicability to RC-unique training environment prior to fielding (ARI-TTFA, TRADOC, AMC, FORSCOM)	1st Qtr, FY 92 (COMPLETED)

ISSUE M-5, Continued

F. Validate TADSS, training systems, etc., to ensure applicability to RC-unique training environment prior to fielding (ARI-TTFA, AMC)

1st Qtr, FY 92
(COMPLETED)

G. Establish HSC and USASOC (SWC) MOUs with FORSCOM, TRADOC, OCAR, AND NGB on RC validation of courses, training programs, TADSS, training systems, etc. to ensure applicability to RC-unique training environment prior to fielding (HSC and USASOC (LEADS), FORSCOM, TRADOC, OCAR, NGB)

2d Qtr, FY 92

5. **ISSUE COMPLETION STANDARD.** Validation procedures for equipment, systems, programs, or courses for RC are institutionalized by FY 94.

MEASUREMENT. Track status of implementing validation procedures (regulations, MOUs, committees, etc.)

REPORTING AGENCY. TRADOC, AMC, HSC, USASOC.

6. **RELATED ISSUES.** S-4, U-2, U-7.

ISSUE M-6

FULL-TIME SUPPORT STAFFING FOR RC UNITS

1. **OBJECTIVE.** Establish and resource full-time minimum essential staff (MES) levels for RC units.
2. **ISSUE STATEMENT.** Full-time Support (FTS) is critical to the overall continuity and operations of RC units. Constrained resources dictate the need for established resource priorities. Priority for resources should be to those requirements that are minimum essential for the RC unit to function.
3. **RESPONSIBILITIES.**
 - a. **LEAD:** ODCSOPS.
POC: LTC Long, DAMO-FDY, DSN: 225-5891.
 - b. **ASSIST:** NGB, OCAR, FORSCOM, USARPAC, HSC, ODCSPER
USASOC.
 - c. **DAMO-TRR POC:** LTC Eyre, DSN: 224-8970.
4. **ACTIONS.**

	MILESTONES	DATE
A.	FTS Task Force examine issue (ODCSOPS)	2d Qtr, FY 89 (COMPLETED)
B.	Recommend document changes (ODCSOPS)	1st Qtr, FY 90 (COMPLETED)
C.	Recommend resourcing plan for meeting full-time unit support requirements (ODCSOPS)	1st Qtr, FY 90 (COMPLETED)
D.	Develop methodology for relating training readiness levels to FTS resourcing (ODCSOPS, NGB, OCAR)	MOVED TO M-11

NOTE: CLR 5/89, determined that FTUS career progression and focus on training can and should be handled by unit leadership.

ISSUE M-6, Continued

E. Revise AR 135-2 to reflect resource priorities consistent with Minimum Essential Staff (MES) levels (ODCSOPS) 2d Qtr, FY 92

5. **ISSUE COMPLETION STANDARD.** 75% of full-time support (FTS) authorizations will be in direct support of RC units.

MEASUREMENT. Compare percentage of FTS authorizations in direct support of RC units versus total FTS authorizations allocated.

REPORTING AGENCY. OCAR, NGB.

6. **RELATED ISSUES.** M-8, U-18.

ISSUE M-7

FLEXIBLE PROMOTION POLICY

1. **OBJECTIVE.** Provide RC units with a flexible promotion policy in high skill/high turnover MOSS in order to increase MOS proficiency, reduce attrition and turbulence, and decrease training loads.

2. **ISSUE STATEMENT.** RC soldiers in high skill, low density specialties have a turnover rate which causes serious replacement and training problems affecting unit readiness. This turnover is at least partially due to constrained promotion potential or transfer to another unit for career progression opportunities. Because RC soldiers remain in a unit's geographical area, enhanced career progression opportunities must be available to retain high skill soldiers in their unit assignments.

3. **RESPONSIBILITIES.**

- a. **LEAD:** ODCSPER.
POC: LTC Reader, DAPE-MPE, DSN: 227-2921.
- b. **ASSIST:** OCAR, NGB.
- c. **DAMO-TRR POC:** LTC Tilton, DSN: 225-4061.

4. **ACTIONS.**

MILESTONES	DATE
A. Determine methodology for permitting promotions above the authorized grade of a soldier's assigned position (ODCSPER, ODCSOPS)	4th Qtr, FY 90 (COMPLETED)
B. Revise necessary documents and implement methodology (ODCSOPS, ODCSPER)	4th Qtr, FY 90 (COMPLETED)
C. Review NCO selection and promotion process as part of the Roundout Brigade Task Force (ODCSPER)	1st Qtr, FY 93

5. **ISSUE COMPLETION STANDARD.** Flexible enlisted Standards of Grade Authorization (SGA) documented in TOE/TDA and supporting promotion policy implemented by FY 92.

MEASUREMENT. Track status of implementation.

REPORTING AGENCY. OCAR, NGB.

6. **RELATED ISSUES.** S-3, S-7.

ISSUE M-8

RC FORCE STRUCTURE INTEGRATION

1. **OBJECTIVE.** Provide capability to plan and manage change in RC units in such a way that turbulence is reduced, and readiness and skill sustainment are enhanced.

2. **ISSUE STATEMENT.** The lack of a system for assessing the impact of change on RC training and readiness results in an inability to modify implementation in order to reduce turbulence. Lack of integrated information on the total impact of change decreases effective training management.

3. **RESPONSIBILITIES.**

a. **LEAD:** ODCSOPS.

POC: LTC Long, DAMO-FDY, DSN: 225-5891.

b. **ASSIST:** NGB, OCAR, FORSCOM, USARPAC, HSC, AMC, TRADOC, USASOC.

c. **DAMO-TRR POC:** LTC Chambers, DSN: 225-6656.

4. **ACTIONS.**

MILESTONES	DATE
A. Review DA decision support systems to improve change assessment capabilities (ODCSOPS)	2d Qtr, FY 89 thru 1st Qtr, FY 90 (COMPLETED)
B. Develop RC force change assessment methodology (ODCSOPS)	2d Qtr, FY 90 (COMPLETED)
C. Modify DA regulatory guidance on structure change and force modernization (ODCSOPS)	3d Qtr, FY 90 (COMPLETED)
D. Establish force integration offices at CONUSA/TAG/MUSARC/Division levels (ODCSOPS, NGB, FORSCOM)	TBD Depending on Resources
E. Recommend alternatives available for increasing stability in CAPSTONE assignments to reduce turbulence and provide long term resourcing and training affiliations (FORSCOM, USARPAC)	MOVED TO M-11

ISSUE M-8, Continued

F. Evaluate potential applications of using TTAD, etc., as short-term fixes for managing major force structure changes on an as-needed basis (NGB, OCAR) 3d Qtr, FY 92

G. Establish procedures for using TTAD and other personnel resources for major force structure and modernization changes (NGB, OCAR) 1st Qtr, FY 93

5. **ISSUE COMPLETION STANDARD.** Force integration management procedures established to support RC modernization IAW FORSCOM, NGB, and USARPAC requirements by FY 93.

MEASUREMENT. Track implementation guidance.

REPORTING AGENCY. NGB, OCAR.

6. **RELATED ISSUES.** M-1.

ISSUE M-9

RETIREE RECALL PROGRAM

1. **OBJECTIVE.** Increase availability of deployable personnel through maximum use of retiree recall.

2. **ISSUE STATEMENT.** Upon mobilization, retirees will serve in MOBTDA positions to support post mobilization training and CONUS defense requirements while increasing the availability of deployable personnel. MOBTDA positions have not been coded for retirees through a standard process, and vary widely.

3. **RESPONSIBILITIES.**

a. **LEAD:** ODCSPER.

POC: LTC Bale, DAPE-MO, DSN: 224-4766.

b. **ASSIST:** OCAR, NGB, FORSCOM, USARPAC, PERSCOM, TRADOC, all MACOMs.

c. **DAMO-TRR POC:** LTC Whalen, DSN: 225-1446.

4. **ACTIONS.**

MILESTONES	DATE
A. Identify standard installation and headquarters MOBTDA positions for retiree fill (ODCSPER)	4th Qtr, FY 90 (COMPLETED)
B. Recode installation and other appropriate MOBTDA's (NGB, FORSCOM, USARPAC, TRADOC)	3d Qtr, FY 91 (COMPLETED)
C. Identify federal civilian work force shortages within the Department of Defense suitable for fill by retirees (ODCSPER)	1st Qtr, FY 91 (COMPLETED)
D. Recode installation and other appropriate MOBTDA's (NGB, FORSCOM, USARPAC, TRADOC)	3d Qtr, FY 92
E. Identify requirements to recall retirees with professional MOS (doctors, lawyers, veterinarians, dentists) and other specific MOS (aviation) during a gradual mobilization response scenario (ODCSPER)	3d Qtr, FY 92

ISSUE M-9, Continued

5. *ISSUE COMPLETION STANDARD.* 60% of positions on MOBTDA's are filled by recalled retirees by FY 94.

MEASUREMENT. Compare number of MOBTDA positions coded to be filled by retirees with total requirements.

REPORTING AGENCY. ODCSOPS (DAMO-FD).

6. *RELATED ISSUES.* M-4.

ISSUE M-10

FOCUSED RECRUITING

1. **OBJECTIVE.** Sustain the strength of critical early deploying TPUs by focusing a continuous recruiting effort on these units.

2. **ISSUE STATEMENT.** Early deploying TPUs should receive focused recruiting efforts to ensure appropriate personnel fill prior to mobilization and deployment.

3. **RESPONSIBILITIES.**

- a. **LEAD:** ODCSPER.
POC: LTC Bale, DAPE-MO, DSN: 224-4766.
- b. **ASSIST:** NGB, OCAR.
- c. **DAMO-TRR POC:** LTC Whalen, DSN: 225-1446.

4. **ACTIONS.**

MILESTONES	DATE
A. Refine list of early deploying units to receive increased recruiting emphasis (ODCSOPS)	3d Qtr, FY 89 (COMPLETED)
B. Redirect recruiting emphasis to support identified priorities (ODCSPER)	4th Qtr, FY 89 (ONGOING)
C. Review list of early deployers to include newly identified early deployers are included in the program (ODCSPER)	2d Qtr, FY 92

5. **ISSUE COMPLETION STANDARD.** 100% of the early deploying RC units are manned at 100% of their authorized strength.

MEASUREMENT. Track status of personnel fill by unit and overall (% authorized versus assigned).

REPORTING AGENCY. NGB, OCAR.

6. **RELATED ISSUES.** S-5.

ISSUE M-11

TRAINING READINESS REPORTING

1. **OBJECTIVE.** Provide commanders the capability to assess unit training readiness and report data to higher headquarters using the Status of Resources and Training System (SORTS).

2. **ISSUE STATEMENT.** Lessons learned from OPERATION DESERT STORM identified the lack of accurate, measurable training information provided in the Unit Status Report (AR 220-1). Much of the training information is subjective. This does not enable higher headquarters and Department of the Army to make sound decisions for mobilizing reserve component units. The status report must reflect accurate, measurable information.

3. **RESPONSIBILITIES.**

a. **LEAD:** ODCSOPS.

POC: LTC Chambers, DAMO-TRR, DSN: 225-6656.

b. **ASSIST:** FORSCOM, NGB, USARPAC, HSC, USASOC.

c. **DAMO-TRR POC:** SAB.

4. **ACTIONS.**

MILESTONES	DATE
A. Develop methodology for relating training readiness levels to full-time unit support resourcing (ODCSOPS, ARNG, OCAR)	3d Qtr, FY 92
B. Recommend alternatives available for increasing stability in CAPSTONE assignments to reduce turbulence and provide long term resourcing and training affiliations (FORSCOM, USARPAC)	3d Qtr, FY 92
C. Develop methodology for reporting days to be fully trained for RC units using the FORSCOM Training Assessment Model (TAM) (ODCSOPS, FORSCOM, ARNG)	1st Qtr, FY 95

ISSUE M-11, Continued

D. Incorporate Assigned-Trained Personnel Rate methodology in the training section of the Unit Status Report (ODCSOPS) 1st Qtr, FY 94

E. Incorporate training readiness changes in revised AR 220-1 (ODCSOPS) 1st Qtr, FY 92
(COMPLETED)

5. **ISSUE COMPLETION STANDARD.** Reliable and accurate training readiness reports (USR, TAM) are fielded as part of the readiness/resourcing systems by FY 95.

MEASUREMENT. Track status of implementation.

REPORTING AGENCY. ODCSOPS (DAMO-TRR).

6. **RELATED ISSUES.** M-6, U-16, U-18.

APPENDIX A
ACRONYMS AND ABBREVIATIONS

AC
Active Component

ADCSOPS
Assistant Deputy Chief of Staff for Operations and Plans

AGR
Active Guard/Reserve

AIRTEMS
Annual Individual Reserve Training Enrollment Management System

ALO
Air Liaison Officer

AMC
Army Materiel Command

AMOPS
Army Mobilization Operations and Planning System

AMTP
Army Mission Training Plan

ANCOC
Advanced NCO Course

AR
Army Regulation

AR 350-1
Army Training

AR 350-41
Army Forces Training

ARFPC
Army Reserve Forces Policy Committee

ARI-TTFA
Army Research Institute - Training Technology Field Activity

ARNG
Army National Guard

ARPERCEN
Army Reserve Personnel Center

ARSTAF
Army Staff

ARTEP
Army Training and Evaluation Program

ASA (M&RA)
Assistant Secretary of the Army (Manpower and Reserve Affairs)

ASI
Additional Skill Identifier

AT
Annual Training

ATP
Assigned-Trained Personnel

ATRRS
Army Training Requirements and Resources System

ATSC
Army Training Support Center

BASOPS
Base Operations

BBS
Brigade/Battalion Battle Simulation System

BCTP
Battle Command Training Program

BNCOC
Basic NCO Course

CAS³
Combined Arms and Service Staff School

CATA
Combined Arms Training Activity

CATS
Combined Arms Training Strategy

CCM
Company Command Module

CCTT
Close Combat Tactical Trainer

CGSC
Command and General Staff College

CGSOC

Command and General Staff Officer Course

CINC

Commander in Chief (Commanders of Unified and Specified Commands)

CLL

Chief Legislative Liaison

CLRC

Colonel Level Review Committee

CONUS

Continental United States

CONUSA

Continental United States Army

CPA

Chief Public Affairs

CPX

Command Post Exercise

CRRC

Construction Requirements Review Council

CS

Combat Service

CSA

Chief of Staff, Army

CSC

Command Support Center

CSS

Combat Service Support

CSSTSS

Combat Service Support Training Simulation System

CTC

Combat Training Center

DA

Department of the Army

DAB

Director of the Army Budget

DAMO-TR

Training Directorate, ODCSOPS, HQDA

DAMO-TRR

Reserve Component Training Integration Division, ODCSOPS, HQDA

DARNG

Director, Army National Guard

DAS

Director, Army Staff

DCG

Deputy Commanding General

DCG-T

Deputy Commanding General for Training

DCSINT

Deputy Chief of Staff for Intelligence

DCSLOG

Deputy Chief of Staff for Logistics

DCSOPS

Deputy Chief of Staff for Operations and Plans

DCSPER

Deputy Chief of Staff for Personnel

DISC4

*Director Information Systems Command, Control, Communications,
and Computers*

DMOS

Duty Military Occupational Specialty

DMOSQ

Duty Military Occupational Specialty Qualification

DOT

Director of Training

DPAE

Director, Program Analysis and Evaluation

DSN

Defense Switched Network

DTPDC

Defense Training and Performance Data Center

ETS

Expiration of Term of Service

EUSA
Eighth United States Army

FAMSIM
Family of Simulations

FM
Field Manual

FM 25-100
Training The Force

FM 25-101
Battle Focused Training

FORMDEPS
FORSCOM Mobilization and Deployment Planning System

FORSCOM
Forces Command

FTS
Full-Time Support

FTUS
Full-Time Unit Support

FTX
Field Training Exercise

FY
Fiscal Year

GOEC
General Officer Executive Committee

GOSC
General Officer Steering Committee

HQDA
Headquarters Department of the Army

HSC
Health Services Command

IADT
Initial Active Duty Training

IAMS
Integrated Army Mobilization Study

IDT
Inactive Duty Training

INSCOM

Intelligence and Security Command

IRR

Individual Ready Reserve

ITEP

Individual Training Evaluation Program

ITM

IRR Training Model

JRX

Joint Readiness Exercise

JTX

Joint Training Exercise

LTA

Local Training Area

MAC

Maneuver Area Command

MACOM

Major Army Command

MDEP

Management Decision Package

MEC

Maneuver Exercise Command

MES

Minimum Essential Staff

METL

Mission Essential Task List

MILES

Multiple Integrated Laser Engagement System

MOA

Memorandum of Agreement

MOB

Mobilization

MOBPERS

Mobilization Personnel Processing System

MOBSTA

Mobilization Station

MOBTDA

Mobilization Table of Distribution and Allowances

MOS

Military Occupational Specialty

MOSQ

Military Occupational Specialty Qualification

MOU

Memorandum of Understanding

MTA

Major Training Area

MTC

Maneuver Training Command

MTOE

Modification Table of Organization and Equipment

MUSARC

Major United States Army Reserve Command

NCOES

Noncommissioned Officer Education System

NGB

National Guard Bureau

NSTD

Nonsystem Training Device

OAC

Officer Advanced Course

OASD (RA/T)

*Office of the Assistant Secretary of Defense for Reserve Affairs
and Training*

OBC

Officer Basic Course

O/C

Observer/Controller

OCAR

Office of the Chief of the United States Army Reserve

OCE

Office of the Corps of Engineers

OCLL

Office of the Chief Legislative Liaison

OCPA

Office of the Chief Public Affairs

ODCSINT

Office of the Deputy Chief of Staff for Intelligence

ODCSLOG

Office of the Deputy Chief of Staff for Logistics

ODCSOPS

Office of the Deputy Chief of Staff for Operations and Plans

ODCSPER

Office of the Deputy Chief of Staff for Personnel

ODISC4

*Office of the Director Information Systems Command, Control,
Communications, and Computers*

OES

Officer Education System

OPTEMPO

Operating Tempo

OTSG

Office of the Surgeon General

PBC

Program and Budget Committee

PDAR 95

Professional Development Army Reserve - 1995

PEG

Program Element Group

PLDC

Primary Leadership Development Course

PMOS

Primary Military Occupational Specialty

PM-RCAS

Program Manager, Reserve Component Automation System

POC

Point of Contact

POI
Program of Instruction

POM
Program Objective Memorandum

RC
Reserve Component

RCCC
Reserve Component Coordination Council

RC³
Reserve Component Configured Courseware

RCAS
Reserve Component Automation System

RC LDAP
Reserve Component Leader Development Action Plan

RC TDAP
Reserve Component Training Development Action Plan

RCTI
Reserve Component Training Institution

RF
Reserve Forces

RFD
Reserve Forces Duty

ROB TF
Roundout Brigade Task Force

RT-12
Recently Trained - 12 Months

RTS-INT
Regional Training Site, Intelligence

RTS-MAINT
Regional Training Site, Maintenance

RTS-MED
Regional Training Site, Medical

RTUP
Rapid Train-up Program

SA
Secretary of the Army

SAB

Subject as Above

SECARMY

Secretary of the Army

SDT

Self Development Test

SGA

Standards of Grade Authorization

SIDPERS

Standard Installation/Division Personnel System

SIMNET

Simulations Networking

SMC

Sergeants Major Course

SMDR

Structure Manning Decision Review

SOJT

Supervised On the Job Training

SORTS

Status of Resources and Training System

SPC

Strategy and Planning Committee

SQT

Skill Qualification Test

SSBSC

Senior Sergeants Battle Staff Course

STAR PROGRAM

Specialized Training for Army Readiness Program (Medical)

STRIPES

Standard Training Requirements Identification and Enrollment System

SWOT

Senior Warrant Officer Training

TAA

Total Army Analysis

TACP

Tactical Air Control Party

TADSS

Training Aids, Devices, Simulations, and Simulators

TAG

The Adjutant General

TAM

Training Assessment Model

TAP-DB

Total Army Personnel Data Base

TARC

Total Army Readiness Commitment

TBD

To Be Determined

TCDC

Tactical Commanders Development Course

TDA

Table of Distribution and Allowances

TDR

Training Device Requirements

TMA GOEC

Training Mission Area General Officer Executive Committee

TMQ

Training Management Quotient (Formula)

TOE

Table of Organization and Equipment

TRADOC

Training and Doctrine Command

TSC

Training Support Center

TSG

The Surgeon General

TVT

Television Training

USAF

United States Air Force

USAR

United States Army Reserve

USAREUR

United States Army, Europe

USARF

United States Army Reserve Forces

USARSAMS

United States Army Reserve Schools Automated Management System

USARPAC

United States Army Pacific

USARSO

United States Army South

USASOC

United States Army Special Operations Command

USR

Unit Status Report (AR 220-1)

VCSA

Vice Chief of Staff, Army

WOLDAP

Warrant Officer Leader Development Action Plan

WOTS

Warrant Officer Training System

APPENDIX B
RC TDAP POINTS OF CONTACT LISTING

B-1. Explanation. Points of contact for current RC TDAP issues are listed in Tables B-1 through B-4, this appendix, by training category. Information on each issue includes the lead MACOM/agency and DAMO-TRR POC.

Table B-1
Soldier Training POCs

ISSUE NUMBER AND TITLE	LEAD AND POC	DAMO-TRR POC
S-2 Skill Qualification Test/Self Development Test for the RC	TRADOC, MAJ Holmes, ATTG-ILN, DSN: 680-5676	LTC Tilton, DSN: 225-4061
S-3 MOSQ Management	ODCSOPS, LTC Tilton, DAMO-TRR, DSN: 225-4061	Same as Lead
S-4 RC Course Configuration	TRADOC, LTC Miller, ATTG-IR, DSN: 680-5640	LTC Tilton, DSN: 225-4061
S-5 Individual Ready Reserve Management and Training	ODCSOPS, LTC Tilton, DAMO-TRR DSN: 225-4061	Same as Lead
S-6 RC Contract Training	ODCSOPS, LTC Tilton, DAMO-TRR DSN: 225-4061	Same as Lead
S-8 Structuring an RC School System	FORSCOM, Mr. Williams, FCJ3-TRI DSN: 367-7069. NGB, Mr. Bailey, NGB-ARO-E, DSN: 584-1716	LTC Tilton, DSN: 225-4061

Table B-2
Leader Development POCs

ISSUE NUMBER AND TITLE		LEAD AND POC	DAMO-TRR POC
L-1	RC NCO Education System	TRADOC, SGM McNeish, ATTG-IN, DSN: 680-5683	LTC Tilton, DSN: 225-4061
L-2	RC Warrant Officer Training System	TRADOC, MW4 Meine, ATTG-IL, DSN: 680-5659	LTC Tilton, DSN: 225-4061
L-3	RC Officer Education System	TRADOC, LTC Burwell, ATTG-IL, DSN: 680-5657	LTC Tilton, DSN: 225-4061

Table B-3
Unit Training POCs

ISSUE NUMBER AND TITLE		LEAD AND POC	DAMO-TRR POC
U-1	Fielding CS/CSS AMTPs	TRADOC, MAJ Kuberek, ATTG-UI, DSN: 680-5725	LTC Eyre, DSN: 224-8970
U-2	RC TADSS Support	ODCSOPS, LTC Eyre, DAMO-TRR, DSN: 224-8970	Same as Lead
U-3	Training Support Packages	TRADOC, CPT McQueen, ATTG-I, DSN: 680-5694	LTC Eyre, DSN: 224-8970
U-4	Senior Level Training Affiliations	TRADOC, MAJ Kuberek, ATTG-UI, DSN: 680-3607	LTC Eyre, DSN: 224-8970
U-5	RC Unit Evaluation	TRADOC, MAJ Warren, ATTG-IR, DSN: 680-5630	LTC Eyre, DSN: 224-8970
U-6	Staff Combined Arms Training Support	NGB, LTC Quirin, NGB-ARO-M, DSN: 286-7690 FORSCOM, LTC Wynne or Mr. Hyder, FCJ3-TR, DSN: 367-5934	LTC Eyre, DSN: 224-8970
U-7	Integration of RC in the Combined Arms Training Strategy (CATS)	TRADOC, LTC Rozman, ATTG-U, DSN: 680-5732	LTC Eyre, DSN: 224-8970
U-8	CS/CSS Battle Simulations	TRADOC, MAJ Adams, ATTG-UI, DSN: 680-5722	LTC Eyre, DSN: 224-8970
U-9	Brigade and Battalion Battle Simulations	TRADOC, MAJ Adams, ATTG-UI, DSN: 680-5722	LTC Eyre, DSN: 224-8970
U-10	Regional Training	ODCSOPS, LTC Cyrus, DAMO-TRR, DSN: 225-6569	Same as Lead

Table B-3, Continued
Unit Training POCs

ISSUE NUMBER AND TITLE	LEAD AND POC	DAMO-TRR POC
U-11 Expanded Training Opportunities	ODCSOPS, LTC Cyrus, DAMO-TRR, DSN: 225-6569	Same as Lead
U-13 Training Focused Garrison Training Areas	NGB, CPT Bishop, NGB-ARA DSN: 224-3399 OCAR, LTC Lucas, DAAR-OP-T, DSN: 226-3919 OCAR, LTC McNabb, DAAR-CM, DSN: 226-3993	LTC Cyrus, DSN: 225-6569
U-14 Training Area Construction	ODCSOPS, LTC Cyrus, DAMO-TRR, DSN: 225-6569	Same as Lead
U-16 Standardized Assessment Methodology	FORSCOM, Mr Stritzinger, FCJ3-TR, DSN: 367-5975/5914 LTC Nollette, FCJ3-TRA, DSN: 367-5449	LTC Eyre, DSN 224-8970
U-17 Training Detractor Reduction	ODCSOPS, LTC Eyre, DAMO-TRR, DSN: 224-8970	Same as Lead
U-18 Post Mobilization Training	FORSCOM, Mr. Stritzinger, FCJ3-TR, DSN: 367-5975/5914	LTC Cyrus, DSN: 225-6569

Table B-4
Training Management POCs

ISSUE NUMBER AND TITLE	LEAD AND POC	DAMO-TRR POC
M-1 DA Oversight of RC Training	ODCSOPS, COL Alvarez, DAMO-TRR, DSN: 227-5409	Same as Lead
M-2 Distributed Training	TRADOC, LTC Castle, ATTG-CF, DSN: 680-5526	LTC Eyre, DSN: 224-8970
M-3 TAP-DB Support to RC Training	ODCSPER, Mr. Boyd, DAPE-ZXI-SP, DSN: 225-6810	LTC Sneddon, DSN: 227-4559
M-4 ARPERCEN Management Support	OCAR, LTC Chadwick, DAAR-OP-T, DSN: 226-0177	LTC Whalen, DSN: 225-1446
M-5 RC Training Products Acceptance Testing	TRADOC, LTC Castle, ATTG-CF, DSN: 680-5526	LTC Eyre, DSN: 224-8970
M-6 Full-Time Support Staffing for RC Units	ODCSOPS, LTC Long, DAMO-FDY, DSN: 225-5891	LTC Eyre, DSN: 224-8970
M-7 Flexible Promotion Policy	ODCSPER, LTC Reader, DAPE-MPE, DSN: 227-2921	LTC Tilton, DSN: 225-4061
M-8 RC Force Structure Integration	ODCSOPS, LTC Long, DAMO-FDY, DSN: 225-5891	LTC Chambers, DSN: 225-6656
M-9 Retiree Recall Program	ODCSPER, LTC Bale, DAPE-MO, DSN: 224-4766	LTC Whalen, DSN: 225-1446

Table B-4, Continued
Training Management POCs

ISSUE NUMBER AND TITLE	LEAD AND POC	DAMO-TRR POC
M-10 Focused Recruiting	ODCSPER, LTC Bale, DAPE-MO, DSN: 224-4766	LTC Whalen, DSN: 225-1446
M-11 Training Readiness Reporting	ODCSOPS, LTC Chambers, DAMO-TRR, DSN: 225-6656	Same as Lead

APPENDIX C
RC TDAP COMPLETED OR DELETED ISSUES

C-1. **Explanation.** Completed or deleted issues are listed in Tables C-1 through C-4, this appendix, by training category. The RC TDAP issue is at the indicated page to provide a complete history for that specific issue.

Table C-1
Soldier Training Completed/Deleted Issues

ISSUE NUMBER	ISSUE TITLE	STATUS (COMPLETED /DELETED)	DATE	PAGE
S-1	RC Initial Entry Training	Deleted	15 Nov 90	C-5
S-7	RC Student Management	Deleted	14 Nov 91	C-11

Table C-2
Leader Development Completed/Deleted Issues

ISSUE NUMBER	ISSUE TITLE	STATUS (COMPLETED /DELETED)	DATE	PAGE
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N O N E

Table C-3
Unit Training Completed/Deleted Issues

ISSUE NUMBER	ISSUE TITLE	STATUS (COMPLETED /DELETED)	DATE	PAGE
U-12	Training Facilities Priority	Completed	16 May 91	C-7
U-15	RC Training Management Doctrine	Completed	16 May 91	C-9

Table C-4
Training Management Completed/Deleted Issues

ISSUE NUMBER	ISSUE TITLE	STATUS (COMPLETED /DELETED)	DATE	PAGE
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N O N E

ISSUE S-1

RC INITIAL ENTRY TRAINING

1. **OBJECTIVE.** Establish an Initial Entry Training (IET) program whereby RC soldiers return to their units with increased proficiency at Skill Level 1 (SL1) in a larger percentage of Soldier's Manual tasks.

2. **ISSUE STATEMENT.** Varying by MOS, a range of SL1 Soldier's Manual tasks are not trained during IET. Geographical dispersion, limited time, and equipment shortages make it difficult for RC units to effectively provide training for untaught SL1 skills, resulting in RC soldiers who are assigned unit duties without minimum essential MOS skills.

3. **RESPONSIBILITIES.**

a. **LEAD:** TRADOC.
POC: ATTG-IR.

b. **ASSIST:** HSC, INSCOM, NGB, FORSCOM, USARPAC.

c. **DAMO-TRR POC:**

4. **ACTIONS.**

MILESTONES	DATE
A. In coordination with NGB/FORSCOM/HSC/INSCOM/USARPAC determine IET SL1 critical task training shortfall for RC soldiers, by MOS (TRADOC)	3d Qtr, FY 90
B. Recommend strategies to increase, as required, additional training of SL1 tasks, by MOS (TRADOC)	4th Qtr, FY 90
C. Prepare/validate training base for implementation (TRADOC)	1st-4th Qtrs, FY 91
D. Implement selected alternative IET (TRADOC)	1st Qtr, FY 92

ISSUE DELETED BY GOSC, 15 NOV 90

ISSUE U-12

TRAINING FACILITIES PRIORITY

1. **OBJECTIVE.** Provide priority for use of training support facilities to RC units during weekend and Annual Training (AT) training periods IAW FM 25-100.

2. **ISSUE STATEMENT.** RC training time is constrained and a mismatch with the conventional work week, resulting in a need for training support at the very time that support facilities are at their lowest staffing levels. RC units require priority for training facilities and resources.

3. **RESPONSIBILITIES.**

- a. **LEAD:** ODCSOPS.
POC: DAMO-TRR.
- b. **ASSIST:** NGB, AMC, FORSCOM, TRADOC, HSC.
- c. **DAMO-TRR POC:** SAB.

4. **ACTIONS.**

	MILESTONES	DATE
A.	Canvas MACOMs for alternative methodologies (ODCSOPS)	1st Qtr, FY 89 (COMPLETED)
B.	Develop policy options based on MACOM input and present for decision (ODCSOPS)	2d Qtr, FY 90 (COMPLETED)
C.	Revise and distribute directives (ODCSOPS, AMC, FORSCOM, TRADOC)	2d Qtr, FY 90 (COMPLETED - AMC, FORSCOM) 4th Qtr, FY 90 - TRADOC (COMPLETED)
D.	Increase visibility of impact of scheduling training facilities and related FM 25-100 issues throughout Army senior leadership (ODCSOPS)	4th Qtr, FY 89 (COMPLETED)

ISSUE COMPLETED, APPROVED BY FY 91 CLRC

ISSUE U-12, Continued

5. **PERFORMANCE STANDARD.** Institutionalize RC units priority for training support facilities for IDT/AT periods by FY 92.

MEASUREMENT. Track status of revising MACOM documents which establish RC priority for facilities.

REPORTING AGENCY. FORSCOM, TRADOC, AMC.

6. **RELATED ISSUES.** None.

ISSUE U-15

RC TRAINING MANAGEMENT DOCTRINE

1. **OBJECTIVE.** Provide RC commanders with specific doctrinal guidance on "How To" manage and conduct training in the RC training environment, emphasizing RC METL development.

2. **ISSUE STATEMENT.** The RC training environment, unique challenges to managing and conducting RC training, and RC METL development are not clearly addressed in current doctrinal guidance, resulting in a diversity of guidance and execution in RC commands and increased difficulty in planning, resourcing, executing, and evaluating RC training.

3. **RESPONSIBILITIES.**

- a. **LEAD:** TRADOC.
POC: ATTG-UI.
- b. **ASSIST:** NGB, OCAR, USARPAC, HSC, ODCSOPS.
- c. **DAMO-TRR POC:**

4. **ACTIONS.**

	MILESTONES	DATE
A.	Approve FM 25-100, <u>Training the Force</u> (HQDA)	1st Qtr, FY 89 (COMPLETED)
B.	Publish and distribute FM 25-100 (TRADOC)	3d Qtr, FY 89 (COMPLETED)
C.	Increase visibility of RC METL development with CAPSTONE chain (ODCSOPS)	2d Qtr, FY 89 (COMPLETED)
D.	Release FM 25-101, including RC METL development "How To" guidance (TRADOC)	4th Qtr, FY 90 (COMPLETED)
E.	Include RC throughout FM 25-100 instructional materials (TRADOC)	2d Qtr, FY 89 (COMPLETED)
F.	Produce videotape on RC METL development and RC training management (TRADOC)	ACTION DELETED

ISSUE COMPLETED - APPROVED BY FY 91
CLRC

ISSUE S-7

RC STUDENT MANAGEMENT

1. **OBJECTIVE.** Improve effective management of timely professional development training so that RC leaders are encouraged to pursue training without negative effects on individual careers or leader availability to units.

2. **ISSUE STATEMENT.** RC leaders are severely time constrained in meeting the multiple demands of their civilian occupations and military responsibilities. Mandatory professional development training is often postponed until the latest timeframe allowed, resulting in training that occurs later than is ideal. RC units suffer when RC leaders must simultaneously complete unit leadership requirements and professional development courses.

3. **RESPONSIBILITIES.**

a. **LEAD:** ODCSPER.
POC: DAPE-MO.

b. **ASSIST:** ODCSOPS, NGB, OCAR, FORSCOM, USARPAC.

c. **DAMO-TRR POC:**

4. **ACTIONS.**

	MILESTONES	DATE
A.	Develop and recommend student management program (ODCSPER)	4th Qtr, FY 90
B.	Test/validate management program (ODCSPER)	1st - 4th Qtr, FY 91
C.	Automate STRIPES (FORSCOM)	MOVED TO TM-5
D.	Implement student management program (ODCSPER)	1st Qtr, FY 92

5. **PERFORMANCE STANDARD.** Student management program which establishes leader development education requirements implemented by FY 92.

MEASUREMENT. Track status of implementation.

REPORTING AGENCY. ODCSPER.

6. **RELATED ISSUES.** L-1, L-2, L-3.

ISSUE DELETED BY FY 91 GOSC